

Utah's Division of Child and Family Services

Western Region Report

Qualitative Case Review Findings

**Review Conducted
September 19-23, 2005**

*A Joint Report by
The Child Welfare Policy and Practice Group
and
The Office of Services Review, Department of Human Services*

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I. Introduction

The Division of Child and Family Services (the Division) completed a comprehensive plan for the delivery of services to families and children in May 1999, entitled The Performance Milestone Plan (the Plan) pursuant to an order issued by United States District Court Judge Tena Campbell. On October 18, 1999, Judge Campbell issued an order directing the Division as follows:

- The Plan shall be implemented.
- The Child Welfare Policy and Practice Group (the Child Welfare Group) shall remain as monitor of the Division's implementation of the Plan.

The Plan provides for four monitoring processes. Those four processes are: a review of a sample of Division case records for compliance with case process requirements, a review of the achievement of action steps identified in the Plan, a review of outcome indicator trends, and, specific to the subject of this report, a review of the quality of actual case practice. The review of case practice assesses the performance of the Division's Regions in achieving practice consistent with the practice principles and practice standards expressed in the Plan, as measured by the Qualitative Case Review (QCR) process.

The Plan provides for the QCR process to be employed as one method of assessing frontline practice for purposes of demonstrating performance sufficient for exit from the David C. Settlement Agreement and court jurisdiction. Related to exit from qualitative practice provisions, the Division must achieve the following in each Region in two consecutive reviews:

- 85% of cases attain an acceptable score on the child and family status scale.
- 85% of cases attain an acceptable score on the system performance scale, with core domains attaining at least a rating of 70%.

The Plan anticipates that reports on the Division's performance, where possible, will be issued jointly by the Child Welfare Group and the Division, consistent with the intent of the monitor and the Division to make the monitoring process organic to the agency's self-evaluation and improvement efforts.

II. Practice Principles and Standards

In developing the Plan, the Division adopted a framework of practice, embodied in a set of practice principles and standards. The training, policies, and other system improvement strategies addressed in the Plan, the outcome indicators to be tracked, the case process tasks to be reviewed, and the practice quality elements to be evaluated through the QCR process all reflect these practice principles and standards. They are listed below:

Protection	Development	Permanency
Cultural Responsiveness	Family Foundation	Partnerships
Organizational Competence	Treatment Professionals	

In addition to these principles or values, the Division has express standards of practice that serve both as expectations and as actions to be evaluated. The following introduction and list is quoted directly from the Plan.

Though they are necessary to give appropriate direction and to instill significance in the daily tasks of child welfare staff, practice principles cannot stand alone. In addition to practice principles, the organization has to provide for discrete actions that flow from the principles. The following list of discrete actions, or practice standards, have been derived from national practice standards as compiled by the CWPPG, and have been adapted to the performance expectations that have been developed by DCFS. These practice standards must be consistently performed for DCFS to meet the objectives of its mission and to put into action the above practice principles. These standards bring real-life situations to the practice principles and will be addressed in the Practice Model development and training.

- 1. Children who are neglected or abused have immediate and thorough assessments leading to decisive, quick remedies for the immediate circumstances, followed by long-range planning for permanency and well-being.*
- 2. Children and families are actively involved in identifying their strengths and needs and in matching services to identified needs.*
- 3. Service plans and services are based on an individualized service plan, using a family team (including the family, where possible and appropriate, and key support systems and providers), employing a comprehensive assessment of the child and family's needs, and attending to and utilizing the strengths of the child and his/her family strengths.*
- 4. Individualized plans include specific steps and services to reinforce identified strengths and meet the needs of the family. Plans should specify steps to be taken by each member of the team, time frames for accomplishment of goals, and concrete actions for monitoring the progress of the child and family.*
- 5. Service planning and implementation are built on a comprehensive array of services designed to permit children and families to achieve the goals of safety, permanence and well-being.*
- 6. Children and families receive individualized services matched to their strengths and needs and, where required, services should be created to respond to those needs.*

7. *Critical decisions about children and families, such as service plan development and modification, removal, placement and permanency, are, whenever possible, to be made by a team including the child and his/her family, the family's informal helping systems, foster parents, and formal agency stakeholders.*
8. *Services provided to children and families respect their cultural, ethnic, and religious heritage.*
9. *Services are provided in the home and neighborhood-based settings that are most appropriate for the child and family's needs.*
10. *Services are provided in the least restrictive, most normalized settings appropriate for the child and family's needs.*
11. *Siblings are to be placed together. When this is not possible or appropriate, siblings should have frequent opportunities for visits.*
12. *Children are placed in close proximity to their family and have frequent opportunities for visits.*
13. *Children in placement are provided with the support needed to permit them to achieve their educational and vocational potential with the goal of becoming self-sufficient adults.*
14. *Children receive adequate, timely medical and mental health care that is responsive to their needs.*
15. *Services are provided by competent staff and providers who are adequately trained and who have workloads at a level that permit practice consistent with these principles.*

III. The Qualitative Case Review Process

Historically, most efforts at evaluating and monitoring human services, such as child welfare, made extensive, if not exclusive, use of methods adapted from business and finance. Virtually all of the measurements were quantitative and involved auditing processes: counting activities, checking records, and determining if deadlines were met. Historically, this was the approach during the first four years of compliance monitoring in the David C. Settlement Agreement. While the case process record review does provide meaningful information about accomplishment of tasks, it is at best incomplete in providing information that permits meaningful practice improvement.

Over the past decade there has been a significant shift away from exclusive reliance on quantitative process oriented audits and toward increasing inclusion of qualitative approaches to evaluation and monitoring. A focus on quality assurance and continuous quality improvement is now integral, not only in business and in industry, but also in health care and human services.

The reason for the rapid ascent and dominance of the “quality movement” is simple: it not only can identify problems, it can help solve them. For example, a qualitative review may not only identify a deficiency in service plans, but may also point to why the deficiency exists and what can be done to improve the plans. By focusing on the critical outcomes and the essential system performance to achieve those outcomes, attention begins to shift to questions that provide richer, more useful information. This is especially helpful when developing priorities for practice improvement efforts. Some examples of the two approaches may be helpful:

AUDIT FOCUS:

“Is there a current service plan in the file?”

QUALITATIVE FOCUS:

“Is the service plan relevant to the needs and goals, and coherent in the selection and assembly of strategies, supports, services, and timelines offered?”

AUDIT FOCUS:

“Were services offered to the family?”

QUALITATIVE FOCUS:

“To what degree are the implementation of services and results of the child and family service plan routinely monitored, evaluated, and modified to create a self-correcting and effective service process?”

The QCR process is based on the Service Testing™ model developed by Human System and Outcomes, Inc., which evolved from collaborative work with the State of Alabama, designed to monitor the R. C. Consent Decree. The Service Testing™ model has been specifically adapted for use in implementing the Plan by the Division and by the court monitor, the Child Welfare Group, based on the Child Welfare Group’s experience in supporting improvements in child welfare outcomes in 11 other states. Service Testing™ represents the current state of the art in evaluating and monitoring human services, such as child welfare. It is meant to be used in concert with other sources of information, such as record reviews and interviews with staff, community stakeholders, and providers.

The Utah QCR process makes use of a case review protocol adapted for use in Utah from protocols used in 11 other states. The protocol is not a traditional measurement designed with specific psychometric properties. The QCR protocol guides a series of structured interviews with key sources such as children, parents, teachers, foster parents, Mental Health providers, caseworkers, and others to support professional appraisals in two broad domains: Child and Family Status and System Performance. The appraisal of the professional reviewer examining each case is translated to a judgment of acceptability for each category of functioning and system

performance reviewed using a six-point scale ranging from “Completely Unacceptable” to “Optimally Acceptable.” The judgment is quantified and combined with all other case scores to produce overall system scores.

The Utah QCR instrument assesses child and family status issues and system performance in the following discrete categories. Because some of these categories reflect the most important outcomes (Child and Family Status) and areas of system functioning (System Performance) that are most closely linked to critical outcomes, the scoring of the review involves differential weighting of categories. For example, the weight given permanence is higher than for satisfaction. Likewise, the weight given Child and Family Assessment is higher than the weight for successful transitions. These weights, applied when cases are scored, affect the overall score of each case. The weight for each category is reflected parenthetically next to each item. The weights were chosen by Utah, based upon their priorities at the time the protocol was developed.

<u>Child and Family Status</u>	<u>System Performance</u>
Child Safety (x3)	Child/Family Participation (x2)
Stability (x2)	Team/Coordination (x2)
Appropriateness of Placement (x2)	Child and Family Assessment (x3)
Prospects for Permanence (x3)	Long-Term View (x2)
Health/Physical Well-Being (x3)	Child and Family Planning (x3)
Emotional/Behavioral Well-Being (x3)	Plan Implementation (x2)
Learning Progress (x2), <i>OR</i> ,	Supports/Services (x2)
Learning/Developmental Progress (x2)	Successful Transitions (x1)
Caregiver Functioning (x2)	Effective Results (x2)
Family Functioning/Resourcefulness (x1)	Tracking Adaptation (x3)
Satisfaction (x1)	Caregiver Support (x1)
Overall Status	Overall System Performance

The fundamental assumption of the Service Testing™ model is that each case is a unique and valid test of the system. This is true in the same sense that each person who needs medical attention is a unique and valid test of the health care system. It does not assume that each person needs the same medical care, or that the health care system will be equally successful with every patient. It simply means that every patient is important and that what happens to that individual patient matters. It is little consolation to that individual that the type of care they receive is *usually* successful. This point becomes most critical in child welfare when children are currently, or have recently been, at risk of serious harm. Nowhere in the child welfare system is the unique validity of individual cases clearer than the matter of child safety.

Service Testing™, by aggregating the systematically collected information on individual cases, provides both quantitative and qualitative results that reveal in rich detail what it is like to be a consumer of services and how the system is performing for children and families. The findings of the QCR will be presented in the form of aggregated information. There are also case stories written at the conclusion of the set of interviews done for each case. They are provided to clarify the reasons for scores assigned, to offer steps to overcome obstacles or maintain progress, and as illustrations to put a “human face” on issues of concern.

Methodology

Cases reviewed were randomly selected from the universe of the case categories of out-of-home (SCF), Protective Family Preservation (PFP) services, Protective Services Supervision (PSS), and Protective Service Counseling (PSC) in the Region. These randomly selected cases were then inserted into a simple matrix designed to ensure that critical facets of the Division population are represented with reasonable accuracy. These variables stratified the sample to ensure that there was a representative mix of cases of children in out-of-home care and in their own homes. For children in out-of-home care, the sample was further stratified to assure that children in a variety of settings (family foster care, group care, and therapeutic foster care) were selected. Cases were also distributed to permit each office in the Region to be reviewed and to assure that no worker had more than one of his/her cases reviewed. An additional number of cases were selected to serve as replacement cases, which are a pool of cases used to substitute for cases that could not be reviewed because of worker or family circumstances (illness, lack of family consent, etc).

The sample thus assured that:

- Males and females were represented.
- Younger and older children were represented.
- Newer and older cases were represented.
- Larger and smaller offices were represented.

A total of 24 cases were selected for the review, and 24 cases were reviewed.

Reviewers

The Child Welfare Group qualitative reviewers included professionals with extensive experience in child welfare and child mental health. Most of the reviewers had experience in the Alabama child welfare reform, as well as other reform and practice improvement initiatives around the United States. The Child Welfare Group has employed the QCR process in 11 different states. Utah reviewers “shadow” the Child Welfare Group reviewers as a part of an organized reviewer training and certification process. These reviewers, once certified, become reviewers themselves and participate in subsequent reviews as part of the plan to develop and maintain internal capacity to sustain the review process. At this point, one-half of the reviewer contingent ordinarily consists of Child Welfare Group reviewers and one-half consists of certified Utah reviewers.

Stakeholder Interviewers

As a compliment to the individual case reviews, the Child Welfare Group staff and Utah staff interview key local system leaders from other child and family serving agencies and organizations in the Region about system issues, performance, assets, and barriers. These external perspectives provide a valuable source of perspective, insight, and feedback about the performance of Utah’s child welfare system. In some years, focus groups with DCFS staff, consumer families, youth, foster parents, or other stakeholders are a part of this aspect of the review process. Their observations are briefly described in a separate section.

IV. System Strengths

In the course of the review, many system strengths or assets were observed in individual case practice. The following list of strengths was compiled from an analysis of the strengths collected in the debriefings of all of the individual cases, supplemented by other strengths identified during the preparation for the exit conference. Not every strength was noted in every case; indeed, some items appear both on the list of “strengths” and on the list of “practice improvement opportunities.” Nevertheless, each of these strengths contributed to improved and more consistent outcomes for specific children and families.

- Strengths related to the effort of individual caseworkers, such as dedication and a willingness to respond quickly to the urgent needs of a family.
- Actively encouraging child and family participation in all aspects of practice, such as giving a teenage client a major voice in making critical decisions about their own life.
- Using mature and effective engagement skills, such as bringing in a secondary worker with needed skills to turn around a case that was clearly “stuck,” rather than persisting in power struggles with the family.
- Examples of effective teaming, such as preparing children and families ahead of the team meetings, or taking extra steps to ensure adequate teaming when the child was placed out of the region.
- Effective services that reflected attention to carefully matching the services to the specific needs and preferences of the child and family.
- Examples of careful assessments that obtained and made good use of specialized assessments when needed, and that identified underlying needs behind referral “problems.”
- Numerous examples of appropriate and effective placement resources including excellent foster homes that were matched to the needs of the child and family, and attention to placing siblings together in family settings.
- Examples of tracking and adapting services, including altering services when they are not achieving the needed results.
- Instances of cultural awareness in paying attention to family culture even when there are no obvious issues of language or ethnicity, or in finding a worker with country-specific cultural expertise in a case involving an overseas adoption.
- Good use of informal supports through bringing extended family together to maintain a faltering placement, or recognizing and involving a mother’s informal network.
- Recognition and support for the role of absent fathers, even under difficult circumstances like incarceration.
- Paying attention to identifying transitions and to planning steps to support those transitions that are critical to sustaining hard won successes.
- Examples of informed and thoughtful planning, reflecting the sequencing of the steps in the practice model, and using the team to develop clear assignments and accountability.
- Attention to supporting caregivers facing challenges before the placement is beyond repair.

- Recognizing that family functioning and resourcefulness is a critical outcome for long-term success, and supporting parents in adapting to challenges and avoiding past mistakes.

V. Characteristics of the Western Region

Trend Indicators for the Western Region

The Division provided current Regional trend data and data comparative to the past fiscal year. The table for the Western Region, along with that of the other Regions, is included in the Appendix.

VI. Stakeholder Observations

The results of the QCRs should be considered within a broader context of local or regional interaction with community partners. The monitor and staff supporting the qualitative reviews interview key community stakeholders such as birth families, youth, foster parents, providers, and representatives from the legal community, other community agencies, and Division staff. This year, the Qualitative Case Reviews in the Western Region were supported by a total of four focus groups with agency staff and foster parents, and five individual interviews with stakeholders from the legal community and mental health. The Region Director was interviewed as well.

The information from the stakeholder observations will be organized around the broad questions asked during the focus groups and interviews. Obviously, not everyone commented, nor agreed upon the answer to every question. Where there appeared to be some consensus, their comments are noted:

What is working well?

- Foster parents appear to be better prepared to deal with challenging situations and more willing to work with birth families. Foster families appear to be better supported, both locally and through the Utah Foster Care Foundation.
- There appeared to be more regular meetings with local agencies and providers to try to identify and resolve potential problems before conflict and hard feelings arise. Examples cited included meetings with legal partners, mental health providers, and the schools. The Division appears more open-minded, "thinking outside the box."
- The mediation process appears to be useful in reaching agreement about needs and services, and is being used with increasing frequency.
- Efforts to improve communication and coordination with local school systems include the placement of interns in the schools.
- The Division appears to be making sincere efforts to keep kids safe at home, and only remove children when that appears to be the only alternative.

- There appears to be increased attention to providing appropriate services and support to older youth transitioning to adulthood. New funds for independent living ("TLN") provide better support for youth in transition. The use of Chafee Funds to reduce conflicts between the need to work and go to school was also noted. There appears to be increased willingness on the part of the Division to work with children beyond their 18th birthday when more time is needed to help them prepare for independence. Joint work with the Department of Workforce Services (DWS) was also noted.
- The upcoming use of the "Rocket Docket" seems to hold promise for improved tracking of services and obligations for many cases, including OSC cases.
- There appears to be improved community acceptance of, and appreciation for, family-based practice.
- Frequent team meetings appear to work well in providing families with a greater sense of ownership of plans, and in improved information sharing with providers and other stakeholders.
- The availability of more than one mental health provider appears to have improved the quality and timeliness of services with greater accommodation of the needs of individual situations.
- The increased use of Medicaid "carve out" has contributed to improving the continuity of needed services after adoption.
- The transition to neighborhood assignments, including the CSM's, appears to be beneficial.
- There appears to be better staff selection and training. Morale appears to be improving and there is a clear chain of command for problem resolution. There is a sense of support from the Division's state office.
- The Court Improvement Project is contributing to finding ways to improve working relationships.

What are the challenges? Where are improvements needed?

- While there are benefits to being in a university community, there are also regular challenges. There is a high rate of turnover, both within the Division and with some providers. For example, having children and families dealing with mental health interns who come and go regularly has required extra effort to connect them with more stable staff. The lack of life experience for young staff also complicates relationships with families and others in the community.
- Some of the more rural areas don't have needed services readily accessible to families. Travel requirements complicate even basic medical and dental services, much less specialized mental health services. There is a risk of characterizing these complications as a lack of motivation on the part of families, especially where there are expectations from multiple agencies.
- GAL's are currently working at two to three times the recommended caseloads.
- The "hand-offs" between CPS and foster care or between foster care and home-based services are not always smooth. Information is easily lost or delayed in ways that affect relationships with legal partners as well as families.

- There are long waiting lists for some urgently needed services. Untimely drug testing and long delays awaiting substance abuse treatment conflict both with permanency time frames and parental motivation.
- Specialized services such as sexual offender treatment for younger children are either unavailable or only available at significant distances from the children and family.
- Legal representation for parents does not always reflect consistent quality or training.
- The Children's Justice Center is viewed as helpful, but is not available in all of the counties in the Region.
- Some mental health providers appear to be struggling in moving from clinic-based practice to family-based practice. The availability of important services after hours, or in the relevant child or family environment, is limited.
- There continues to be struggles in trying to meet the needs of clients (both children and parents) who are low functioning, but don't qualify for the excellent services offered by DSPD. There are also very limited services available for various sorts of dual diagnosed clients.
- Some providers are still struggling to be closely involved in team meetings. They are often tightly scheduled which conflicts with the need to attend family team meetings in response to the needs of the family, rather than with a predictable three to four week advanced notice.
- Some family preservation services appeared to be more difficult to find and fund consistently.
- Housing is a major and consistent need, but housing resources appeared to be dwindling. This is a growing concern given the population growth in the Region.
- There are still occasional challenges to funding specific requests for children (such as porcelain vs. metal caps) when there are conflicts between what foster parents would seek for their own children and the cheapest available option. At times, if compromises are not forthcoming, the conflicts can deteriorate to harmful power struggles.

If you could accomplish or change one thing, what would it be?

- Finding a way to provide timely drug testing -- after hours and on weekends -- that would not complicate work obligations for parents. There is a need to find a way to contract for this service.
- The turnover in the Division and mental health staff contributes to frequent frustration in maintaining continuity, quality, a reliable flow of information, and important relationships.
- Maintaining consistent focus on teaming, information sharing, and timely problem resolution.
- Maintaining a clear career and pay path that does not disadvantage older, more experienced workers.
- Providing consistent support for family preservation services that are often the most effective way to meet important needs without bringing kids into care.
- It would be really helpful to find a reliable way to continue needed services to sustain progress once Division involvement ends. Things as simple as medication management or therapy can make a difference.

- A way to reduce the long waiting lists for mental health and substance abuse services. There is also a need to provide more consistent services to clients who are dual diagnosed or on the borderline for DSPD services.
- Many of the families involved with the Division have very limited incomes to start with. If the Division could just pay for needed services families would be more likely to access them in a timely way that would benefit everyone in the long run.
- The Division has made great progress in resolving many internal conflicts, but still seems to struggle with licensing when licensing is an obstacle to getting a child into the "right place at the right time."

VII. Child and Family Status, System Performance Analysis, Trends, and Practice Improvement Needs

The QCR findings are presented in graphic form to help quantify the observations of the qualitative assessment. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using these rating scales. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status, as well as System Performance, is evaluated using 22 key indicators (11 in each domain). Graphs presenting the overall, summative scores for each domain are presented below. Beneath the graphs for overall information, a graph showing the distribution of scores for each indicator within each of the two domains is presented. Later in this section (section VII, Summary of Case Specific Findings), brief comments regarding progress and examples from specific cases are provided.

Child and Family Status Indicators

Overall Status

Western Child Status								
	# of cases (+)	# of cases (-)	Exit Criteria 85% on overall score	FY02	FY03	FY04	FY05	FY06 Current Scores
Safety	22	2	<div><div></div></div> 91.7%	100%	96%	96%	88%	92%
Stability	18	6	<div><div></div></div> 75.0%	63%	71%	71%	86%	75%
Approp. of Placement	22	2	<div><div></div></div> 91.7%	96%	92%	92%	100%	92%
Prospect for Permanence	14	10	<div><div></div></div> 58.3%	58%	58%	58%	73%	58%
Health/Physical Well-being	24	0	<div><div></div></div> 100.0%	100%	96%	96%	100%	100%
Emot./Behavioral Well-being	22	2	<div><div></div></div> 91.7%	88%	67%	88%	86%	92%
Learning Progress	22	2	<div><div></div></div> 91.7%	96%	71%	83%	77%	92%
Caregiver Functioning	15	1	<div><div></div></div> 93.3%	93%	94%	93%	92%	94%
Family Resourcefulness	7	5	<div><div></div></div> 87.5%	75%	47%	53%	85%	58%
Satisfaction	21	3	<div><div></div></div> 91.7%	88%	88%	79%	95%	88%
Overall Score	22	2		100%	92%	92%	88%	92%

Safety

Summative Questions: Is the child safe from manageable risks of harm (caused by others or by the child) in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Is the child free from unreasonable intimidation and fears at home and school?

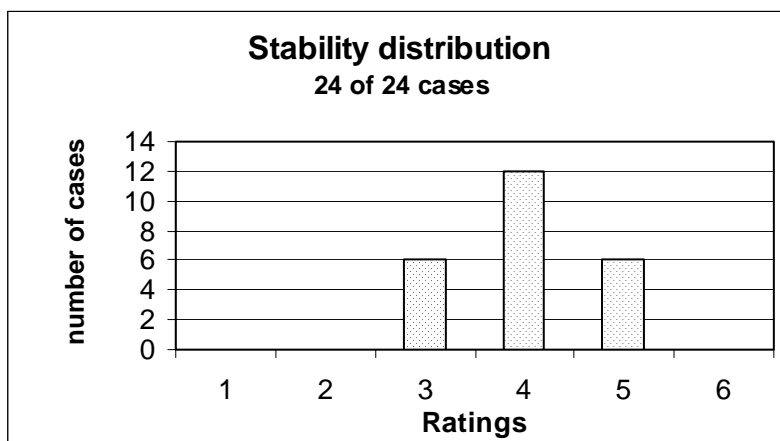
Findings: 92 % of cases reviewed were within the acceptable range (4-6).



Stability

Summative Questions: Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

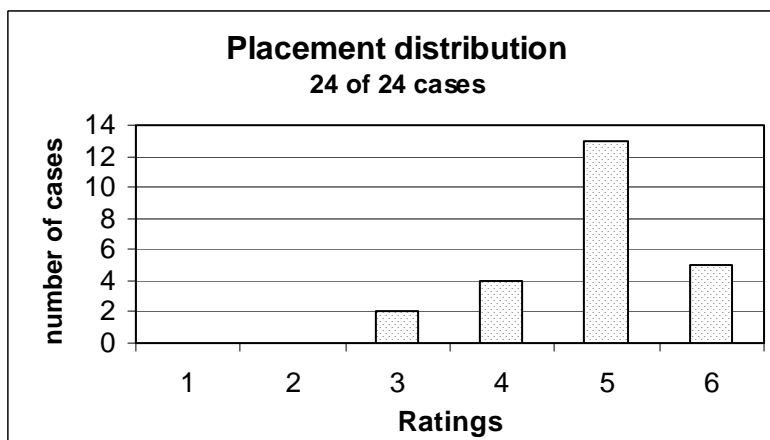
Findings: 75 % of cases reviewed were in the acceptable range (4-6).



Appropriateness of Placement

Summative Questions: Is the child in the most appropriate placement consistent with the child's needs, age ability and peer group and consistent with the child's language and culture?

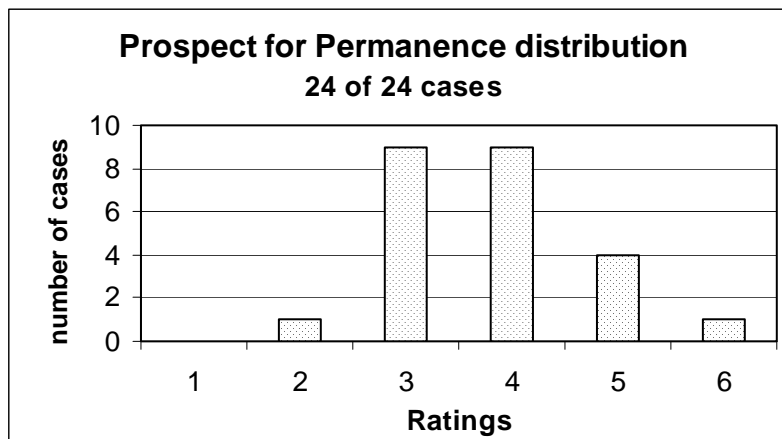
Findings: 92 % of cases reviewed were in the acceptable range (4-6).



Prospects for Permanence

Summative Questions: Is the child living in a home that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in a safe, appropriate, permanent home?

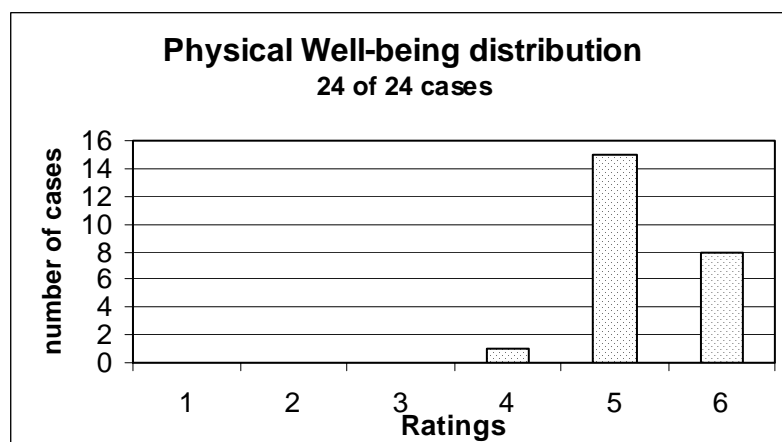
Findings: 58 % of cases reviewed were within the acceptable range (4-6).



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

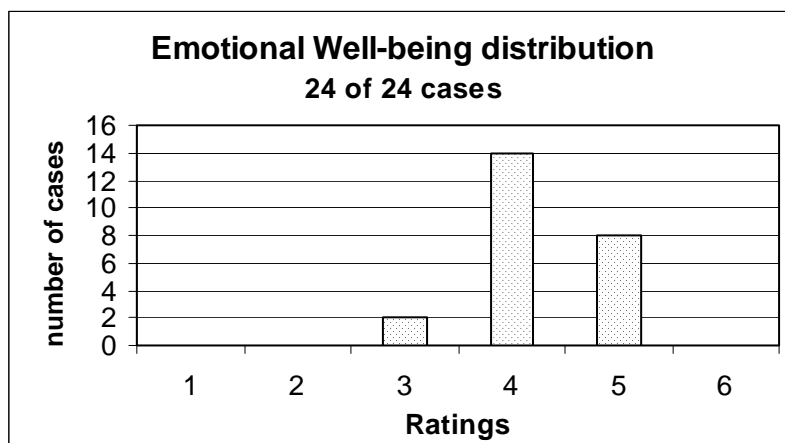
Findings: 100 % of cases reviewed were within the acceptable range (4-6).



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well, emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 92 % of cases reviewed were within the acceptable range (4-6).

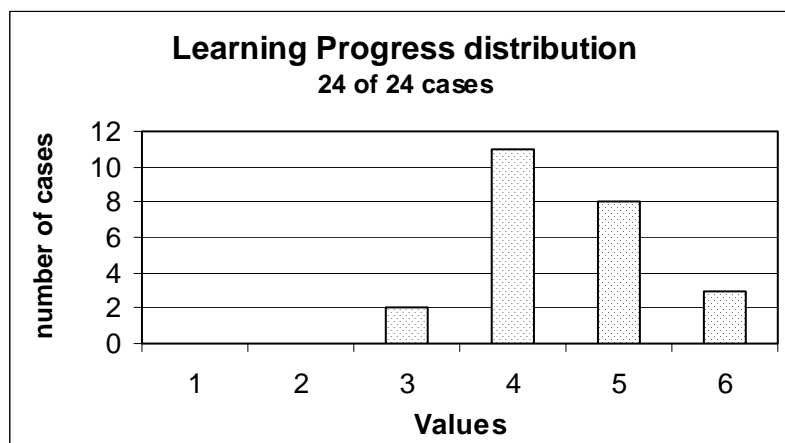


Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/ her age and ability?

Note: There is a supplementary scale used with children under five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

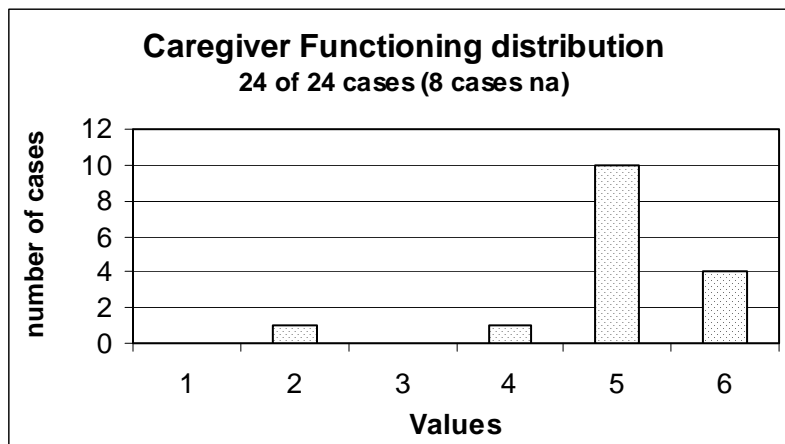
Findings: 92 % of cases reviewed were within the acceptable range (4-6).



Caregiver Functioning

Summative Questions: Are the substitute caregivers, with whom the child is currently residing, willing and able to provide the child with the assistance, supervision, and support necessary for daily living? If added supports are required in the home to meet the needs of the child and assist the caregiver, are these supports meeting the need?

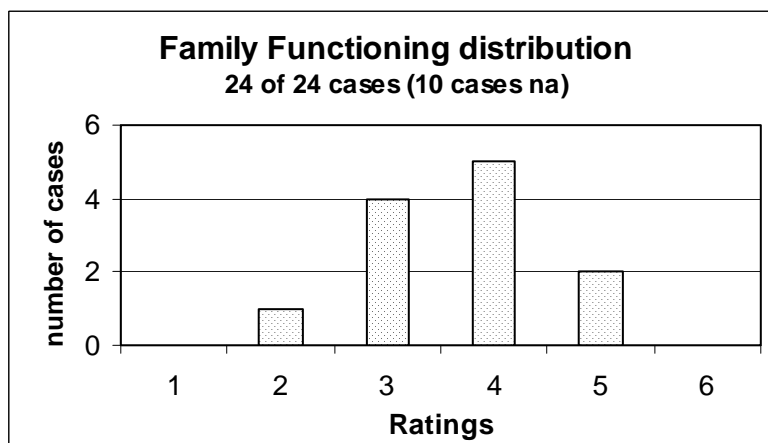
Findings: 94 % of cases reviewed were within the acceptable range (4-6).



Family Functioning and Resourcefulness

Summative Questions: Does the family, with whom the child is currently residing or has a goal of reunification, have the capacity to take charge of its issues and situation, enabling them to live together safely and function successfully? Do family members take advantage of opportunities to develop and/or expand a reliable network of social and safety supports to help sustain family functioning and well-being? Is the family willing and able to provide the child with assistance, supervision, and support necessary for daily living?

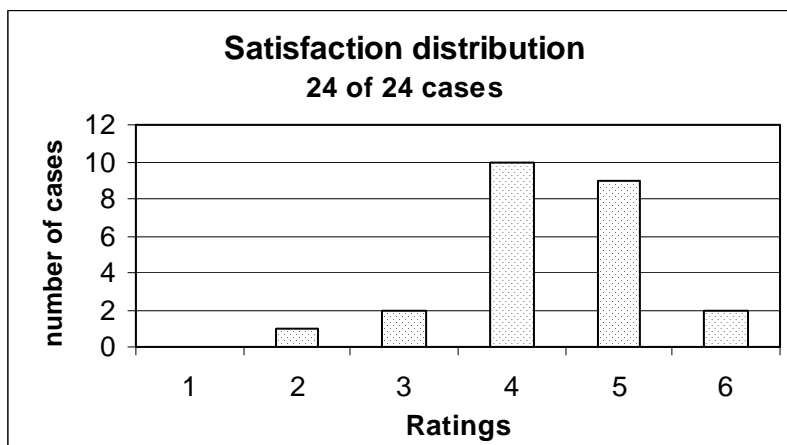
Findings: 58 % of cases reviewed were within the acceptable range (4-6).



Satisfaction

Summative Question: Are the child and primary caregiver satisfied with the supports and services they are receiving?

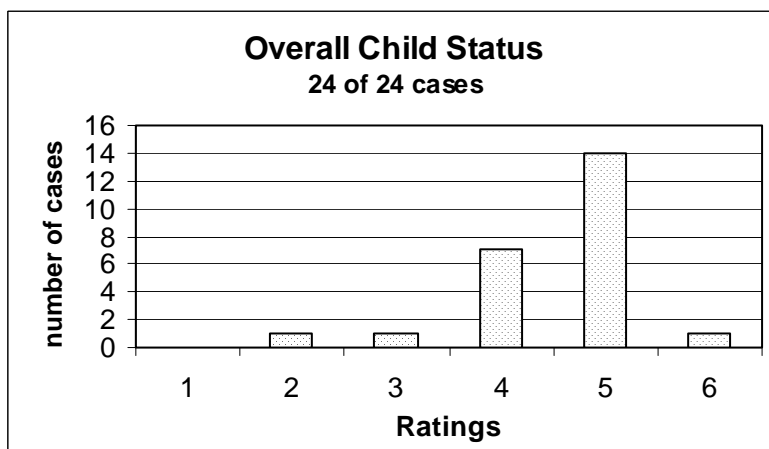
Findings: 88 % of cases reviewed were within the acceptable range (4-6)



Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review findings determined for the Child and Family Status Exams 1-11, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale detailed above. A special condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump”, so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 92 % of cases reviewed were within the acceptable range (4-6).



System Performance Indicators

Overall System

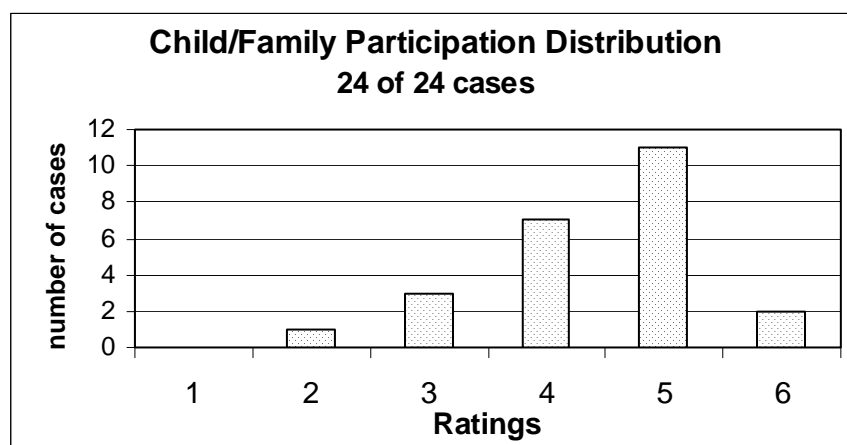
Western System Performance

	# of cases	# of cases	Exit Criteria 70% on Shaded indicators	FY02	FY03	FY04	FY05	FY06 Current
	(+)	(-) Exit Criteria 85% on overall score						Scores
Child & Family Team/Coord.	18	6	75.0%	38%	54%	83%	73%	75%
Child & Family Assessment	13	11	54.2%	46%	42%	63%	68%	54%
Long-term View	13	11	54.2%	26%	50%	50%	68%	54%
Child & Family Planning	16	8	68.7%	54%	67%	63%	68%	67%
Plan Implementation	22	2	91.7%	71%	83%	79%	91%	92%
Tracking & Adaptation	19	5	79.2%	50%	63%	83%	77%	79%
Child & Family Participation	20	4	83.3%	67%	67%	75%	82%	83%
Formal/Informal Supports	22	2	91.7%	79%	92%	79%	86%	92%
Successful Transitions	17	6	75.0%	52%	64%	70%	71%	74%
Effective Results	18	6	83.3%	75%	83%	71%	86%	75%
Caregiver Support	15	1	79.2%	93%	100%	92%	100%	94%
Overall Score	19	5		54%	71%	79%	77%	79%

Child/Family Participation

Summative Questions: Are family members (parents, grandparents, and stepparents) or substitute caregivers active participants in the process by which service decisions are made about the child and family? Are parents/caregivers partners in planning, providing, and monitoring supports and services for the child? Is the child actively participating in decisions made about his/her future?

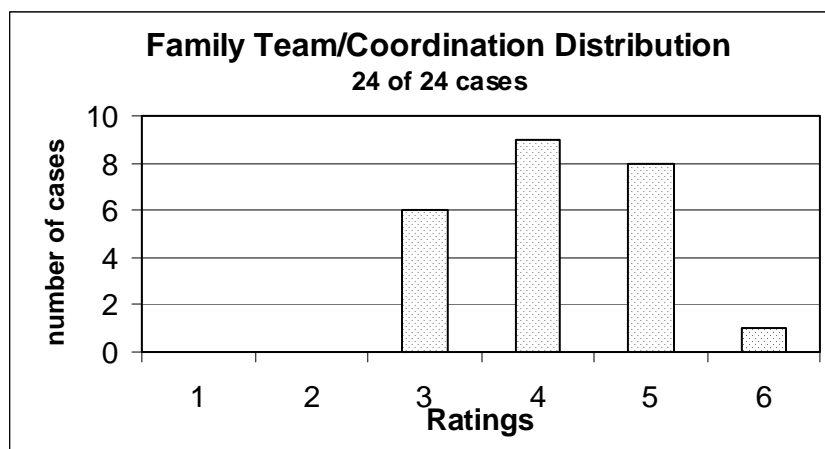
Findings: 83 % of cases reviewed were within the acceptable range (4-6).



Child/Family Team and Team Coordination

Summative Questions: Do the people who provide services to the child/family function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination and continuity in the organization and provision of service across all interveners and service settings? Is there a single point of coordination and accountability for the assembly, delivery, and results of services provided for this child and family?

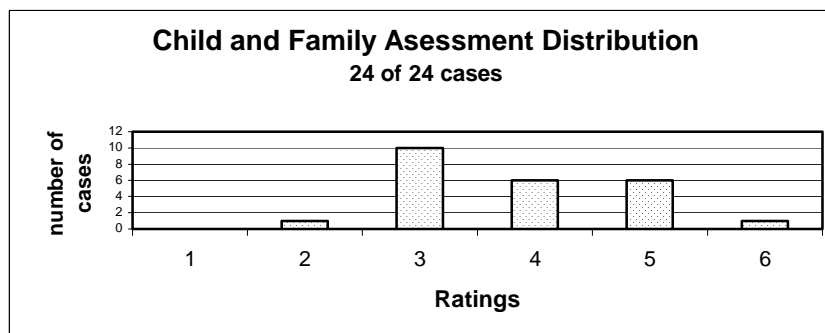
Findings: 75 % of cases reviewed were within the acceptable range (4-6).



Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified though existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family and how to provide effective services for them? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

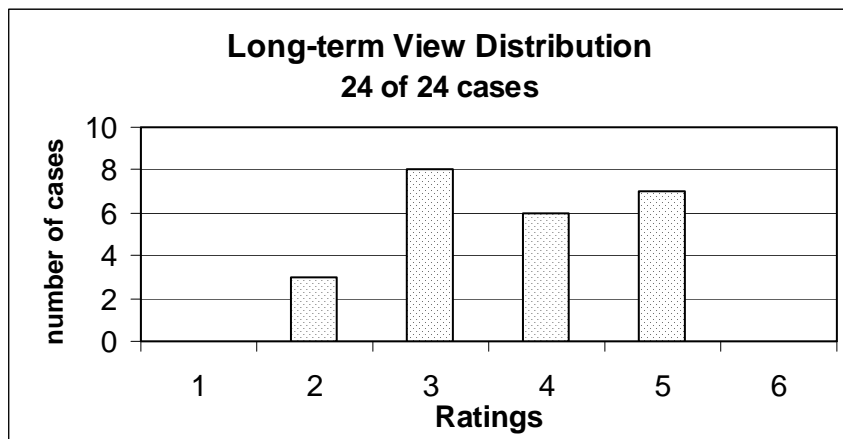
Findings: 54 % of cases reviewed were within the acceptable range (4-6).



Long-Term View

Summative Questions: Is there an explicit plan for this child and family that should enable them to live safely without supervision from child welfare? Does the plan provide direction and support for making smooth transitions across settings, providers and levels of service?

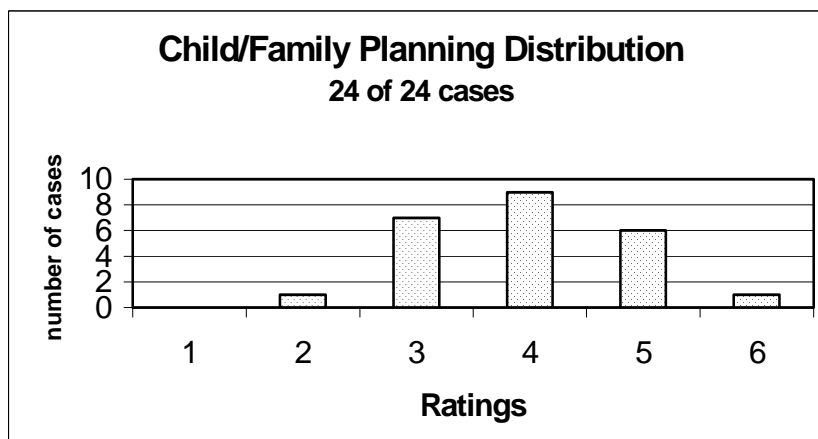
Findings: 54 % of the cases reviewed were within the acceptable range (4-6).



Child and Family Planning Process

Summative Questions: Is the service plan (SP) individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

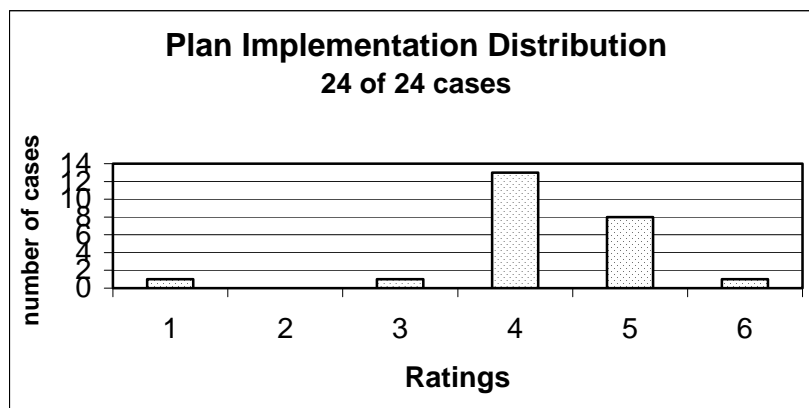
Findings: 67 % of cases reviewed were within the acceptable range (4-6).



Plan Implementation

Summative Questions: Are the services and activities specified in the service plan for the child and family, 1) being implemented as planned, 2) delivered in a timely manner and 3) at an appropriate level of intensity? Are the necessary supports, services and resources available to the child and family to meet the needs identified in the SP?

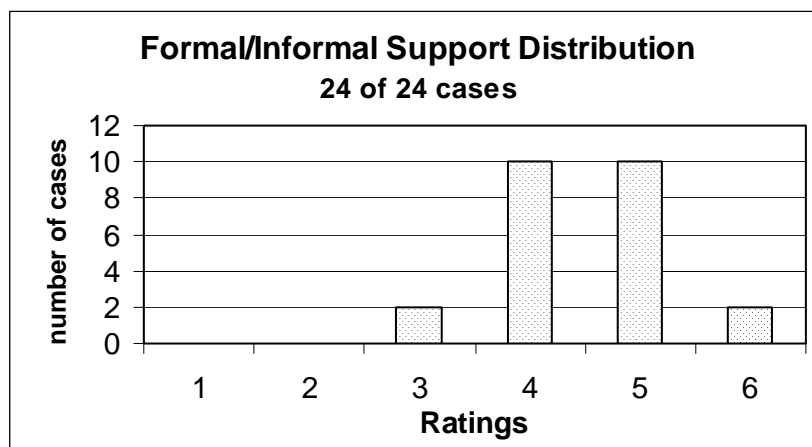
Findings: 92 % of cases reviewed were within the acceptable range (4-6).



Formal/Informal Supports

Summative Questions: Is the available array of school, home and community supports and services provided adequate to assist the child and caregiver reach levels of functioning necessary for the child to make developmental and academic progress commensurate with age and ability?

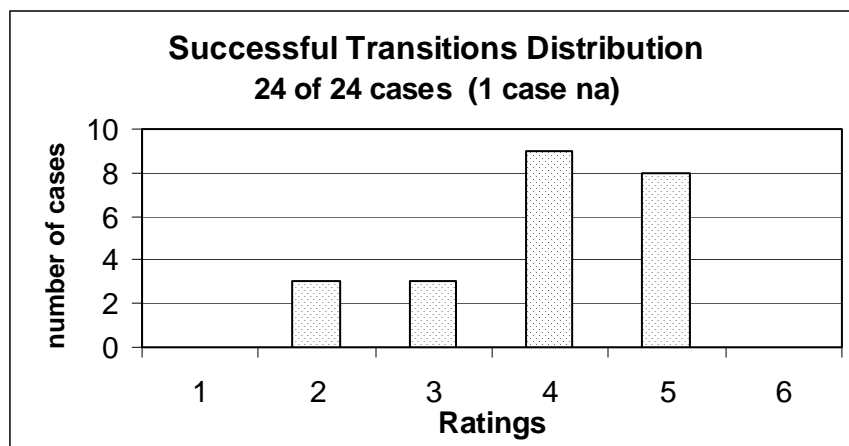
Findings: 92 % of cases reviewed were within the acceptable range (4-6).



Successful Transitions

Summative Questions: Is the next age-appropriate placement transition for the child being planned and implemented to assure a timely, smooth and successful situation for the child after the change occurs? If the child is returning home and to school from a temporary placement in a treatment or detention setting, are transition arrangements being made to assure a smooth return and successful functioning in daily settings following the return?

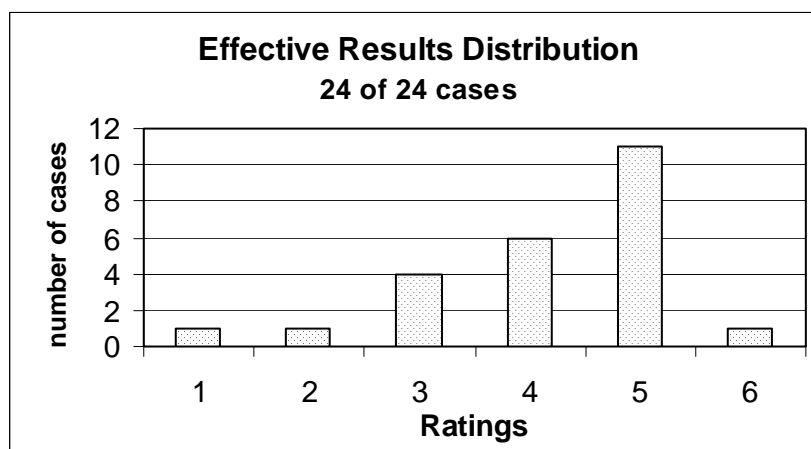
Findings: 74 % of cases reviewed were within the acceptable range (4-6).



Effective Results

Summative Questions: Are planned education, therapies, services and supports resulting in improved functioning and achievement of desired outcomes for the child and caregiver that will enable the child to live in an enduring home without agency oversight?

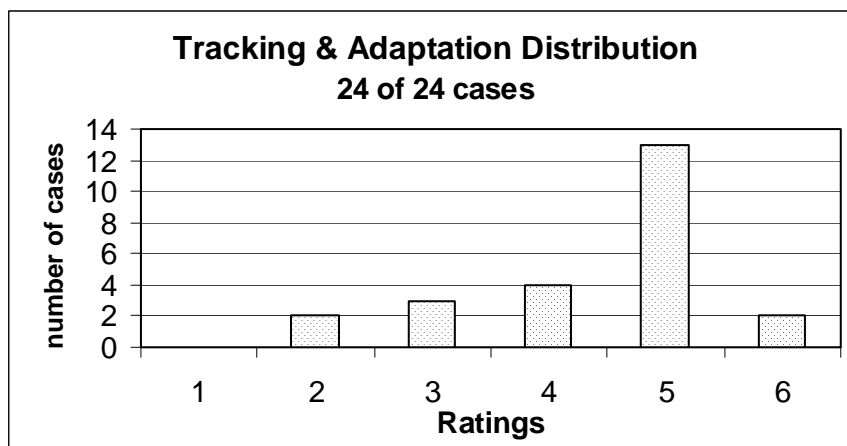
Findings: 75 % of cases reviewed were within the acceptable range (4-6).



Tracking and Adaptation

Summative Questions: Are the child and caregiver's status, service process, and results routinely followed along and evaluated? Are services modified to respond to the changing needs of the child and caregiver and to apply knowledge gained about service efforts and results to create a self-correcting service process?

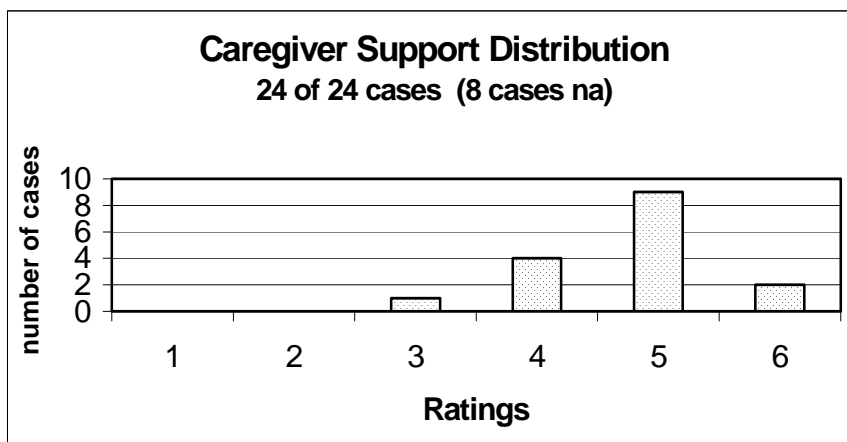
Findings: 79 % of cases reviewed were within the acceptable range (4-6).



Caregiver Support

Summative Questions: Are substitute caregivers in the child's home receiving the training, assistance and supports necessary for them to perform essential parenting or caregiving functions for this child? Is the array of services provided adequate in variety, intensity and dependability to provide for caregiver choices and to enable caregivers to meet the needs of the child while maintaining the stability of the home?

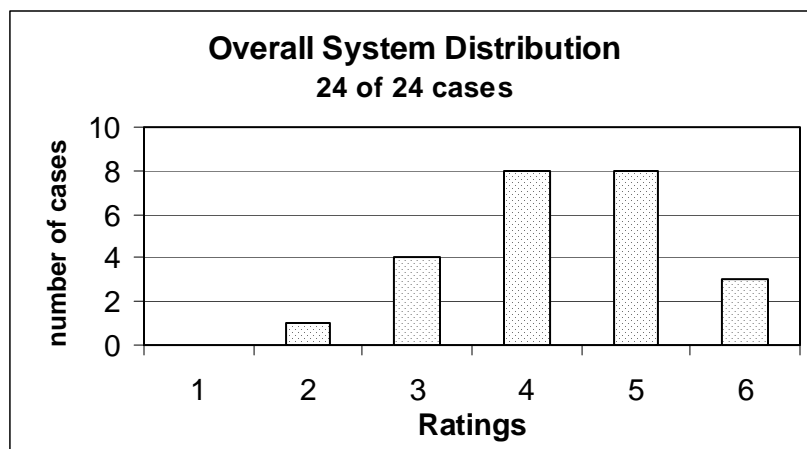
Findings: 94 % of cases reviewed were in the acceptable range (4-6).



Overall System Performance

Summative Questions: Based on the Qualitative Case Review findings determined for System Performance exams 1-11, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance for a child.

Findings: 79 % of cases reviewed were within the acceptable range (4-6).



Status Forecast

One additional measure of case status is the prognosis by the reviewer of the child and family's likely status in six months, given the current level of system performance. Reviewers respond to this question, "Based on current DCFS involvement for this child, family, and caregiver, is the child's and family's overall status likely to improve, stay about the same, or decline over the next six months? Take into account any important transitions that are likely to occur during this time period." Of the cases reviewed, 29% were anticipated to be unchanged, 0% were expected to decline or deteriorate, and 67% were expected to improve. *Note: The percentages do not total to 100% because one case did not list a sufficiently clear prognosis to score it accurately.*

Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

Obviously, the desirable result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often, either unusually resilient and resourceful children and families, or children and families who have some "champion" or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

The current outcome matrix represents an exceptional level of positive outcomes. No child welfare system is capable of delivering perfect performance with perfect consistency, so the current results should not be construed as either achieving, or establishing an expectation of perfect performance. That is not a rational or realistic standard of performance. These results are, however, an admirable and remarkable achievement for any child welfare system.

	Acceptable Status of Child	Unacceptable Status of Child	
Acceptable System Performance	Outcome 1 Good status for the child, agency services presently acceptable. n=18 75%	Outcome 2 Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n=1 4%	79%
Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n=4 17%	Outcome 4 Poor status for the child, agency presently unacceptable. n=1 4%	21%
	92%	8%	100%

Summary of Case Specific Findings

Case Story Analysis

For each of the cases reviewed in Western Region, the review team produced a narrative shortly after the review was completed. The case story write-up contains a description of the findings, explaining from the reviewer's perspective what seems to be working in the system and what needs improvement. Supplementing the numerical scores, the case stories help to provide insight into how system performance affects important outcomes for particular children and families. The case stories are provided as feedback to the case worker and supervisor responsible for each case reviewed; and all of the case stories are provided to the Office of Services Review and to the Monitor for content analysis and comparison with previous reviews.

The summary of case-specific findings provides selected examples of results and practice issues highlighted in the current review. Some of the results are self-evident or have been stable at an acceptable level and will not be addressed in detail; so only selected indicators are discussed below.

Child and Family Status

Safety

The safety indicator represents one of the fundamental responsibilities of the child welfare system and scored 92% in the current review, an improvement from the 88% scored last year. Although there is no perfect guarantee of safety under any circumstances (within or outside of the child welfare system), safety is more likely when key indicators of system performance are reliably present. The only two cases in which safety was found to be at an unacceptable level at the time of the review had multiple key indicators of system performance at an unacceptable level including, in both cases, the indicators for the child and family assessment, the child and family planning process, and the long-term view.

An example of acceptable child safety is represented in the following case story excerpt:

"The current foster care worker never lost sight of the safety issues in this case and kept all legal and community entities informed and involved at all times. He was very insightful to the needs of the family in maintaining the child in a safe and permanent placement with extended family members."

This contrasts with the circumstances in another case story excerpt involving sexual abuse between siblings:

"It appears that although some team members are aware of these abusive issues, others are not and the family does not seem to believe there are any concerns with unsupervised contacts with [an older brother] at this time. [The target child] reports often going to movies and out to do things with [the older brother] on a regular basis. This safety risk that has not yet been assessed falls outside the scope of the safety plan limited to line-of-sight [supervision] by the parents."

Stability

Stability is an important indicator of well-being for children, especially for those in foster care. The Region's performance on this indicator declined from 86% last year to 75% in the sample of cases represented in the current review.

One example of a child with acceptable stability was evident in this case story:

"[The target child] has been stable in his placement for over a year. He is attending the same school he was in last year. He has established a solid relationship with his adoptive parents who he calls 'Mom and Dad.' The confidence that he has gained and his sense of security are evidence that [the target child] feels stable in this family. The only circumstance that brings a little instability into his life is the coming and going of other foster children...."

An unacceptable stability situation was described in another case story:

"The key factor in scoring stability [as unacceptable] has to do with there being no clear plan for [the mother] being able to sustain their current living arrangements or an alternative plan for where [the target child] would be if she couldn't remain with her mother. From interviews with family members, there is concern that within a month [the target child] may need to abruptly change residency again and possibly leave her school and community to go live [in another state] with her father."

Prospects for Permanence

Permanency is widely recognized as a primary outcome for children in the child welfare system. Performance on this indicator declined from 73% last year to 58% in the current QCR sample. This is of some concern since permanency has been a challenging indicator for the Region over a period of years, with scores seemingly "stuck" at 58%.

An example of an unacceptable permanency situation was evident in the following case story excerpt about an adolescent soon to leave foster care:

"... [The target child's] plan is to leave foster care as soon as she graduates from high school or is close to graduating. Yet, she has not made any efforts to obtain a job or become more independent. It was sad to hear that four of the team members, including [the birth mother] thought it was likely that [the target child] would be homeless in a year. Becoming homeless is also a fear of [the target child]. She does not know of any family members who she might live with or who might be willing to help her."

This contrasts with the permanency situation for another youth:

"Allowing [the target child] to make the decision about whether or not he wanted to be adopted was cited as a key factor in the case. It initially appeared that he would never agree to be adopted. Seeing that he could maintain contact with his biological family and the adoptive family's willingness to allow continued contact have been key to changing his mind about adoption. The team feels like they were ready to proceed with the adoption before [the target child] was, but they could not have moved any more quickly than they did because he just wasn't ready yet."

Family Functioning and Resourcefulness

The readiness of families to function safely and independently without extensive formal supports is a key long-term indicator of sustainable progress. Unfortunately, the score on this indicator declined substantially from 85% last year to 58% in the current review.

The critical role of family functioning and resourcefulness is evident in the following worrisome case story example:

"...The family reports few supports, and have not been able to join the grandparents in providing support in a positive way to [the target child]. Additionally, the mother feels caught between her parents and the stepfather and as though she is in the middle of the stepfather and [the target child], being torn in which she must support. They present as a very closed family system, as evidenced by their refusal to allow team members or reviewers to visit with their therapist about their progress."

A more acceptable situation was evident in another case story example:

"This family is resilient.... The mother is adept at future planning and carrying out her plans. She was focused from the very beginning of the case on demonstrating that she was a fit parent and should have her child returned. She knew what she wanted to happen and made it happen. This ability to look to the future is also demonstrated by her large garden and the ability to preserve the harvest for her family. A clear example of the family's resilience is the fact that they have nurtured and cared for a severely autistic child for 15 years without outside services."

System Performance

Child and Family Team/Coordination

The use of child and family teams and effective coordination are a core aspect of the practice model. The score on this key indicator of system performance improved somewhat this year from 73 to 75%.

The importance of effective teaming and coordination is evident in the following case example:

"There is a competent child and family team that includes multiple informal and formal members that naturally come together to wrap around this family in offering support and assistance on a daily basis. There is a very powerful communication flow between the team members that has helped keep the tracking and adaptation successful. All team members were very clear on the long-term view and were very supportive in the decision to place [the target child] with extended family members in a small rural community."

The risks associated with unacceptable team functioning and coordination were evident in another case example:

"Key team members felt left out of the planning process, and feel that responses to their request for information/support from DCFS are too often ignored.... Some are offering support to each other and using their best judgment.... A common long-term view is not held by the current team members due to a lack of coordination and due to personal feelings that exist, which impair communication. The team is not on the same page with the permanency plan... It doesn't allow for a clear planning direction."

Child and Family Assessment

The child and family assessment indicator slipped from 68% last year to 54% in the current review. It is difficult to achieve important outcomes such as safety, permanence, and family functioning and resourcefulness without an accurate and up-to-date assessment.

There were examples of effective child and family assessment in some of the case stories reviewed:

"All team members appeared to have a good knowledge of the child and family's history and current circumstances. Each member feels like they and each of their fellow team members know what they need to know about [the target child] and his family. In addition to the obvious issues of sexual abuse and perpetration, they were aware of underlying issues such as [the target child's] feelings of abandonment and confusion about what happened to his family, meaning the divorce of his parents and their lack of contact with him. The members appeared to have an excellent understanding of ongoing issues such as [the target child's] academic challenges and his need to remain close to his aunt and cousins. The school appears to have a good handle on his disability and how to deal with it."

There were also examples of some of the many risks associated with unacceptable child and family assessment:

"The child and family assessment misses some critical factors. There is not an understanding of the family's underlying needs, how both parents mental health and relationship issues have contributed to their level of function and their history of substance abuse. The mother's actual drug history is not known. To sustain success, knowledge of the family is necessary to design the right services and supports. Information is readily available from respondents, including the parents, grandparents and written assessments and documents."

Long-Term View

The long-term view indicator also slipped from 68% last year to 54% in the current review. The ability for the team to develop and implement an effective long-term view appears to be associated with important outcomes like permanency and sustainable family functioning and resourcefulness, or independence for older youth.

The importance and usefulness of an acceptable long-term view was clear in a case story example:

"There is a strong indication that [the mother] is at the point of facilitating her own team meetings.... The long-term view is substantially acceptable. Its development was apparently used by the caseworker to assist the mother in reaching the "turning point" [referred to earlier]. It is reflected in the planning process and originally described the anticipated reunification transitions, which are now being addressed. It is actually a five-year plan that, according to the mother, accurately reflects her goals and aspirations for herself and her children. It appears to be utilized as an overarching view of the family, which keeps the traditional six-month planning process more consistent and focused."

Some of the risks associated with lack of clarity about the long-term view were evident in another case:

"[Permanency] is one of the primary components to this child's long-term view and the goal is very unclear. Some members of the team want adoption with the foster parents as the primary goal. The AAG wants relative guardianship. The father wants guardianship with the foster parents in hopes that he may gain custody and guardianship of the children later. The [Native American Tribe's] goal for the children is currently unknown... these divergent goals make planning in the long-term for the child very difficult and it obscures the big picture for the children. It doesn't allow for a clear planning direction... even with this in mind, it still isn't clear what [the child] needs to be successful in the long run."

Tracking and Adaptation

The indicator score for tracking and adaptation showed some modest improvement from 77% last year to 79% in the current review. Tracking and adaptation reflect the team's "learning from experience" and is reflected in updated assessments and planning.

An example of effective tracking and adaptation was evident in a case story excerpt:

"... Tracking and adaptation scored a '5' because of the team's development of services to address [the adolescent's] needs and their responsiveness to assessments obtained and to changes and events in the family's lives. Two good examples of this are the assignment of a volunteer mentor for [the adolescent] and the decision to rethink the no contact order regarding the boyfriend and including him on the [child and family team]."

Less successful tracking and adaptation was evident in another case story:

"In two years the goal of [the mother's] independence from drug use was never realized. Adjustments made to the plan were limited to trial and error efforts until all program options were exhausted. Then the process started over."

Summary

Note: The Office of Services Review (OSR) provides each region with a timely preliminary report and analysis of the QCR results based upon the early scoring results and the detailed demographic information available about the sample and other characteristics within the region such as case type, worker experience, caseloads, etc. The OSR "Preliminary Results" report for the Western Region for fiscal year 2006 was particularly thorough and informative. This additional summary will build upon this report with the added perspective of the subsequent analysis of the case stories.

The executive summary of the OSR report made three broad points:

- 1) Data on Child and Family Assessment and Long-Term View shows that every office needs improvement in these indicators. No office had more than 50% of their cases pass both of these indicators. To improve scores next year, a region-wide response is necessary.
- 2) For the seventh consecutive year, in-home cases did not perform as well as foster care cases. In-home cases were largely responsible for the unacceptable scores on the core indicators as well as the overall System Performance.
- 3) There was no significant difference between the cases selected for review this year and those selected last year. The sample this year showed no significant difference in caseloads or worker experience, more cases that had been open for over a year, fewer cases of teenagers and fewer in-home cases; all of which would presumably [make] this year sample more favorable than last year sample.

Each of these important observations are supported by the analysis of the case stories and point to topics for discussion within the Region as the Region considers how to improve various system performance indicators and, more importantly, the critical child and family status indicators that tend to be associated with the quality of system performance. The reason that so much attention is paid to the indicators of system performance -- especially the core indicators -- is that there is a close association between improving system performance and improving child and family status indicators such as safety, permanence, and family functioning and resourcefulness. Although reaching a certain standard performance is a condition of exiting court oversight, the fundamental purpose of improving system performance is to achieve better outcomes for children and families. This is a goal that is important to every person associated, however directly or indirectly, with the child welfare system.

This summary will be organized around a short discussion of each of the three OSR observations, and a small number of additional observations based upon an analysis of the case stories and this year's Western Region QCR.

The first OSR observation, that there is no pattern that points to acute needs in a particular office, suggests that a successful strategy for improvement will focus on efforts that affect the entire Region. The more detailed OSR observations, provided in the full text of the report, support the general observation made in the executive summary. Not only are all of the offices affected, but also cases with unacceptable System Performance appeared to be distributed across supervisory teams. The size of worker caseloads (none of which were extraordinary) appeared to have no important impact on the distribution of unacceptable system performance. All of this points to a need to examine practice across the Region. There are no convenient scapegoats or explanations. The examination of practice across the Region might well focus on administrative expectations, resource availability, training, and supervision.

The second OSR observation, which in-home cases did not perform as well as foster care cases, points to a persistent finding in the Region that has been discussed in prior exit conferences. For whatever reason, in-home cases did not appear to receive the same level of attention or level of system performance as foster care cases. Exploring why this has been such a persistent phenomenon in the Region may provide some clues about how this situation might be improved. There are a number of possibilities:

- Is there a reduced sense of urgency because the in-home cases do not have the timelines (ASFA) associated with foster care cases?
- Are in-home cases assigned to less experienced caseworkers?
- Is the supervision of in-home cases lesser regular or less rigorous?
- Is the range of resources available to, or provided to in-home cases less intensive or of a lower quality?
- Does the range of contributors to, or the frequency or quality of child and family teams differ between in-home cases and foster care cases?
- Is there some presumption that there are fewer safety issues or risks associated with in-home cases because children have not been removed?
- Are the child and family assessments, and long-term view for in-home cases as thorough as those in foster care cases?

There may well be other, more productive questions that will emerge as the Region focuses on this important issue.

The third OSR observation, that the sample selected this year, to the extent that any demographic analysis can determine, is no more challenging than the samples in past years points to the importance of taking the system performance challenges seriously and not assuming that they are due to some fluke or peculiarity of the sample. In fact, all of the demographic analysis provided by OSR points to a counterintuitive conclusion: that, if anything, this year's sample should have been less challenging rather than more challenging. This further heightens the importance of directly addressing the challenges presented by this year's system performance results.

As the Region approaches the challenge of improving core indicators of system performance, and improving the outcomes for children and families, there are important strengths to recognize and build upon. Every indicator of system performance has benefited from the Region's past hard work. For example, only four years ago, in FY 02 the overall score for system performance in the region was 54%. This year it was 79%. Four years ago, the average score for the six core indicators was 48%. This year it was 70%. Many of the short-term indicators of child and family status are currently being maintained at encouraging levels. The Region has benefited from practice model training, flexible funding, greater partnership with community stakeholders, and many other advances. The challenge now is to bring the Region's many strengths to bear in addressing this current need.

Finally, it is important to circle back to the point made earlier in this summary: that improving system performance tends to be associated with improving important outcomes for children and families. Ultimately, this is the reason that justifies the best efforts of everyone involved with the child welfare system. A careful analysis of the case stories that described the system performance and current status of the children and families examined in this year's QCR clearly confirms the connection between the core indicators of system performance and critical outcomes for children and families. Three brief examples illustrate this point:

- Although perfection is not an appropriate or attainable standard for child welfare (or any other community service), child safety is recognized as the fundamental responsibility of the child welfare system. It is noteworthy, and probably not coincidental, that the only two cases determined to have unacceptable current status on child safety were also determined to have unacceptable system performance on the same three critical system performance indicators: child and family assessment, the child and family planning process, and long-term view.
- There were ten cases in which children were found with unacceptable permanence. Seven of the ten also had unacceptable long-term views, and six of the ten had unacceptable child and family assessments as well. Only two of the ten had no identified unacceptable system performance indicators.
- Family functioning and resourcefulness, a pivotal long-term child and family status indicator for in-home cases (as well as foster care cases for which reunification is a goal), declined substantially in the current review. Again, it is probably no coincidence that child and family assessment, and long-term view also declined in the current review.

It is the connection between improving system performance and improving outcomes for children and families that justifies continuing and focused efforts in the Region to build on its strengths and address the need to achieve acceptable outcomes for children and families living together in their own homes. The Region has experienced some success in addressing the needs of more children and families in their own homes. The community appears to recognize the value of strengthening families through home-based and community-based services. The challenge now is for the agency, working in partnership with the community, to achieve an equal measure of success with these children and families.

VIII. Recommendations for Practice Improvement

At the conclusion of the week of Qualitative Case Reviews, there is an opportunity for a conversation between the review team, Regional staff, and community stakeholders about the strengths observed during the review process (see Section IV) and the opportunities for continued practice improvement. Because of the advancing state of practice in the Region, there was a conscious effort to focus on a small number of issues with the greatest promise of contributing to continued improvement in practice and outcomes.

Practice Improvement Opportunities

During the exit conferences noted above, most of the examples of practice improvement opportunities fell within the small number of indicators summarized below:

Child and Family Team and Coordination

- Building a successful child and family team is an essential step toward success in later steps in the practice model such as the child and family assessment, the long-term view, and the child and family plan. Ensuring that the team includes all the essential partners is a fundamental step. The inclusion of informal supports as well as knowledgeable formal partners can help to strengthen assessments, plans, and the long-term view.
- Flexibility in the timing and location of team meetings may help to ensure that the team has the right people at the table to accomplish what needs to be accomplished at different points in the life of the case. When important partners are unable to attend, there is an extra responsibility to ensure the smooth flow of coordination and communication before and after the meeting.
- There is some natural tension between having team meetings spontaneously -- when there are important changes in circumstances or urgent decisions to be made -- and having well prepared and well-planned meetings with advanced notice to partners whose time may be tightly scheduled. Flexibility and close attention to coordination and communication can help to ease this tension, but ultimately it is the team's responsibility to update assessments and make decisions.

Child and Family Assessment

- Thoroughly assess the previous records and history in order to have a context for the current situation. Some cases reviewed had a useful core of prior information that did not appear to be known or used by the team.
- Obtain and integrate specialized assessments into the child and family assessment. Some cases were missing needed specialized assessments such as mental health, domestic violence, or substance abuse assessments; or assessments had been done, but did not appear to be actually utilized to inform larger assessment and planning issues.
- Assessment is an ongoing process, not just an event or product. The assessment is the work of the child and family team, not just the caseworker. The child and family assessment essentially creates the child and family plan. Someone reading an up-to-date assessment could reasonably infer what the plan is, and how it had been tracked and adapted based on results.
- Part of the work of the team in assessment is to ensure that the assessment addresses the risks that brought the child and family to the attention of the child welfare system; the other part is to get to a deeper understanding of any underlying issues that must be addressed to achieve sustained and sustainable progress.

Long-Term View

- There are essentially two parts of the long-term view: establishing a clear goal or vision for the family's safe and independent functioning, and clarifying the specific steps to achieve and sustain that goal. The long-term vision is a product of the child and family team and it is important that the team reach agreement on both the goal and the steps. Having team members with divergent long-term views can be both divisive and confusing.
- The long-term view will generally be reflected both in the assessment and in the plan. The accountability for different steps toward reaching the long-term view should be clear, and reflect the team's most up-to-date assessment.

Child and Family Planning Process

- The child and family planning process reflects each of the antecedent steps in the practice model. It reflects the quality of the engagement with the child and family, the composition and functioning of the child and family team, and the quality and thoroughness of the long-term view.
- Some of the most frequent difficulties encountered in child and family plans during the review included plans that did not reflect an effective or up-to-date assessment, plans that appeared to be driven by external pressures rather than by the whole team's current assessment, plans that overlooked important needs, and plans where the services were not well matched to the individual needs of the child or family.
- Reading the case stories, it is difficult to find examples where the outcomes were unacceptable and the plan accurately reflects a team's up-to-date and accurate assessment. Unacceptable outcomes were most frequently associated with plans that were out of date or did not address underlying needs with well matched and timely individualized services.
- The most effective plans appeared to have adapted over the course of the case, so that children and families were not overwhelmed with lists of things to do. The plan was

focused on the task at hand at a particular time in the life of the case -- whether that task was ensuring safety, addressing a mental health issue, planning a transition, or supporting a reunification.

Recommendations

Unlike many of the past exit conferences, where a lengthy list of specific recommendations were shared with the Region, much of the exit conference this year was spent in an extensive and open conversation with the Region about the results of the QCR and its implications for practice. Virtually all the discussion focused on a small number of system performance indicators that appeared to be "stuck" or, more frustrating, showing some regression from past progress. To its credit, few of the comments from the Region dwelled on excuses or speculation. While obviously and deeply concerned with the results of the review, the energy and attention of the Region were focused on recognition of the Region's strengths and the future. The nature of the conversation and the depth of the discussion did not result in the usual list of recommendations.

At this point, the Western Region and the resources within the Division and OSR can reasonably be expected to be capable of addressing and resolving the challenges reflected in this year's QCR results. The application of the Principles and Practice Model within the Milestone Plan are sufficient to allow the Region to assess, address, and resolve these challenges. As the Region assembles its own team to work toward improved system performance and improved outcomes for children and families, the conscientious application of the Principles and Practice Model can be expected to produce the necessary results: improved performance and outcomes. The Region has many strengths to build on and many capable resources, both within the Region and within the state.

There would seem to be little doubt that the list of system performance indicators that are most urgently in need of focused attention is short. The Region has met the exit criterion in three of the six core indicators of system performance. Progress on the remaining core indicators will doubtless strengthen performance on a number of other indicators, successful transitions and effective results, for example. The list of practice improvement opportunities, listed above, may suggest some points of focus and some possible strategies. The Region and its allies have the ability to form an effective team capable of assessing its functional strengths, targeting key needs, planning and implementing an effective strategy.

Note:

OSR previously provided the Region with summary of strengths, practice improvement opportunities and system barriers identified in the debriefings and in the exit conference.

Appendix – Milestone Trend Indicators

1. Number and percent of Home-Based child clients who came into Out-of-Home care within 12 months of Home-Based case closure. (Data is pulled one year prior in order to look 12 months forward)																		
	2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	10	3%	7	2%	14	4%	21	6%	21	6%	14	3%	14	4%	12	4%	15	5%
Salt Lake	15	4%	29	6%	14	2%	33	6%	32	6%	26	5%	29	5%	36	6%	32	6%
Western	12	8%	13	8%	2	1%	3	2%	3	2%	11	6%	1	1%	10	5%	9	6%
Eastern	8	9%	6	6%	7	6%	4	4%	3	3%	7	5%	8	5%	5	5%	4	4%
Southwest	5	7%	2	2%	9	10%	3	4%	2	1%	1	1%	0	0%	9	9%	5	6%
State	50	5%	57	5%	46	4%	64	5%	59	5%	59	4%	52	4%	72	6%	65	6%
2. Number and percent of children in Out-of-Home care who were victims of substantiated allegations of abuse and neglect by out-of-home parents, out-of-home care siblings, or residential staff. Please note that reported abuse may have occurred years prior to the disclosure																		
	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	3	0.56%	5	0.91%	1	0.12%	3	0.62%	5	0.84%	2	0.31%	5	0.77%	0	n/a	1	0.15%
Salt Lake	1	0.08%	5	0.44%	3	0.19%	5	0.44%	2	0.17%	2	0.16%	0	n/a	0	n/a	1	0.09%
Western	0	n/a	3	0.95%	1	0.16%	1	0.30%	3	0.89%	3	0.81%	1	0.61%	3	0.46%	0	n/a
Eastern	0	n/a	0	n/a	1	0.58%	1	0.33%	2	0.72%	0	n/a	0	n/a	1	0.34%	1	0.34%
Southwest	0	n/a	1	0.59%	1	0.38%	1	0.44%	0	n/a	0	n/a	1	0.26%	0	n/a	0	n/a
State	4	0.16%	14	0.56%	7	0.20%	11	0.43%	12	0.48%	7	0.26%	7	0.26%	4	0.15%	3	0.11%
3. Number and percent of substantiated child victims with a prior Home-Based or Out-of-Home care case within the last 12 months.																		
	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	33	5%	44	5%	52	6%	51	7%	65	8%	27	4%	47	6%	33	4%	55	6%
Salt Lake	76	5%	80	3%	89	6%	74	4%	72	5%	62	4%	75	6%	90	7%	60	5%
Western	33	6%	13	3%	15	2%	14	3%	14	3%	27	5%	29	5%	46	8%	44	8%
Eastern	18	7%	15	9%	17	10%	14	6%	10	7%	13	9%	7	4%	17	9%	24	12%
Southwest	4	2%	7	3%	15	6%	10	3%	14	6%	13	4%	20	6%	18	5%	14	5%
State	162	5%	152	5%	188	5%	163	5%	175	5%	141	5%	178	5%	204	6%	197	6%
4. Number and percent of substantiated child victims with a prior CPS substantiated allegation within the last 12 months.																		
	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	112	15%	99	13%	98	12%	119	16%	109	13%	74	10%	95	12%	109	13%	137	16%
Salt Lake	177	12%	196	12%	234	16%	199	12%	214	14%	200	14%	224	16%	164	12%	146	12%
Western	80	14%	74	14%	82	13%	59	11%	82	15%	73	14%	87	15%	85	15%	90	16%
Eastern	32	13%	28	17%	27	16%	49	22%	20	13%	18	12%	23	12%	23	12%	27	13%
Southwest	33	13%	39	16%	24	9%	46	16%	24	10%	43	13%	64	19%	39	11%	45	15%
State	435	13%	436	13%	465	13%	472	14%	449	14%	408	13%	493	15%	419	13%	445	14%

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5. Number and percent of children in care for at least one year that attained permanency through case closure prior to 24 months of custody. (Data is pulled two years prior in order to look 24 months forward)

	2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	13	54%	15	56%	18	69%	24	56%	7	39%	19	58%	27	71%	23	56%	14	56%
Salt Lake	41	55%	46	60%	43	56%	39	56%	23	50%	29	44%	54	59%	68	76%	37	58%
Western	12	57%	18	78%	16	57%	9	38%	13	54%	23	92%	12	46%	3	33%	7	30%
Eastern	3	20%	10	50%	10	56%	12	80%	4	19%	6	29%	3	18%	11	58%	12	52%
Southwest	8	67%	4	80%	4	100%	2	50%	4	80%	6	67%	7	70%	9	75%	8	80%
State	77	53%	93	61%	91	59%	86	55%	51	45%	83	54%	103	57%	114	67%	78	54%

6. Number and percent of children who entered Out-of-Home care who attained permanency through custody termination within one year. (Data is pulled one year prior in order to look 12 months forward)

	2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	90	83%	107	76%	91	71%	96	70%	77	76%	88	62%	111	69%	87	69%	74	66%
Salt Lake	70	60%	105	61%	150	62%	95	51%	105	62%	132	61%	130	62%	100	62%	140	63%
Western	39	62%	49	65%	17	40%	35	80%	26	53%	30	44%	29	58%	28	50%	34	57%
Eastern	36	63%	37	64%	35	67%	46	69%	51	69%	22	69%	21	62%	29	67%	18	69%
Southwest	17	77%	23	72%	14	58%	22	65%	28	74%	34	81%	27	73%	20	71%	18	75%
State	252	69%	321	67%	307	63%	294	63%	287	67%	306	62%	318	65%	264	63%	284	64%

7. Number and Percent of children with prior custody episodes within 6, 12, and 18 months.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	7	7%	13	9%	20	13%	12	9%	16	14%	8	7%	18	12%	6	5%	10	8%
	11	11%	15	11%	30	19%	15	12%	17	15%	15	13%	20	14%	11	8%	18	15%
	15	15%	15	11%	30	19%	17	13%	17	15%	18	15%	22	15%	13	10%	20	16%
Salt Lake	6	4%	13	7%	16	8%	7	4%	13	6%	11	5%	20	10%	10	5%	12	6%
	12	7%	20	10%	17	9%	8	5%	22	11%	17	8%	26	13%	20	10%	18	10%
	19	11%	20	10%	17	9%	3	6%	24	12%	20	9%	30	16%	22	11%	21	11%
Western	0	0%	0	n/a	4	8%	3	5%	4	7%	4	5%	1	2%	0	n/a	4	5%
	1	2%	3	5%	5	10%	4	7%	6	10%	6	8%	3	6%	2	2%	9	12%
	3	6%	5	8%	5	10%	7	13%	6	10%	7	9%	4	8%	2	2%	9	12%
Eastern	8	11%	2	6%	1	3%	5	12%	2	8%	4	8%	2	4%	5	12%	1	2%
	9	12%	5	15%	3	9%	9	22%	6	25%	5	10%	4	8%	10	24%	2	5%
	13	6%	5	15%	3	9%	9	22%	6	25%	5	10%	5	10%	10	24%	5	12%
Southwest	0	0%	2	5%	2	5%	1	4%	0	n/a	0	n/a	2	7%	0	n/a	3	5%
	0	0%	2	5%	2	5%	2	1%	1	4%	1	2%	3	11%	0	n/a	3	5%
	0	0%	2	5%	2	5%	2	1%	1	4%	1	2%	3	11%	4	9%	4	7%
State	21	5%	30	6%	43	9%	28	7%	35	8%	27	5%	43	9%	21	4%	30	6%
	33	8%	45	9%	57	12%	38	9%	52	12%	44	8%	56	12%	43	8%	50	10%
	50	12%	47	10%	57	12%	43	11%	54	13%	51	10%	64	14%	51	10%	59	12%

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8. Average months in care of cohorts of children in out-of-home care by goal, ethnicity and sex. Workers have 45 days to establish a goal and enter it in SAFE. Cases that were closed prior to a goal being established are not reported under this trend.

Average length of stay of children in custody by goal.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
Adoption																		
Northern	20	20	16	19	13	21	15	13	11	17	15	16	23	14	20	19	32	21
Salt Lake	55	20	25	21	31	24	23	21	41	24	44	16	48	23	31	20	51	15
Western	11	19	8	12	9	10	4	10	6	21	3	41	5	15	20	21	8	23
Eastern	6	25	7	18	6	10	4	20	7	12	0	n/a	9	16	6	21	3	13
Southwest	3	19	8	15	11	9	2	4	4	13	16	19	2	10	7	10	11	11
State	95	20	64	18	70	18	48	17	69	21	78	18	87	19	84	19	105	17
Guardianship																		
Northern	3	8	1	4	1	6	0	n/a	1	6	0	n/a						
Salt Lake	12	19	4	25	12	13	6	24	10	38	0	n/a						
Western	4	17	1	1	6	19	3	11	2	21	0	n/a			*Obsolete			
Eastern	1	12	2	28	1	13	3	34	2	8	0	n/a						
Southwest	2	15	2	8	0	n/a	3	3	0	n/a	0	n/a						
State	22	16	10	18	20	15	15	19	15	29	0	n/a						
Guardianship with Relative																		
Northern											0	n/a	1	17	1	8	11	8
Salt Lake			*The Goal "Guardianship" has been obsoleted and replaced with two more descriptive goals of "Guardianship with Relative" and "Guardianship with Non-Relative" in order to define case plans and identify working with relatives.								7	8	10	11	4	10	10	7
Western											2	7	2	11	3	11	1	16
Eastern											2	8	2	11	2	13	1	23
Southwest											0	n/a	0	n/a	3	1	0	n/a
State											11	7	15	11	13	9	23	9
Guardianship Non-Relative																		
Northern											0	n/a	2	19	0	n/a	0	n/a
Salt Lake											0	n/a	2	41	2	17	5	28
Western											0	n/a	0	n/a	0	n/a	1	11
Eastern											0	n/a	1	2	0	n/a	0	n/a
Southwest											0	n/a	0	n/a	0	n/a	0	n/a
State											0	n/a	5	24	2	17	6	25
Independent Living																		
Northern	8	34	6	42	7	18	7	42	2	34	2	83						
Salt Lake	15	31	11	34	20	31	9	40	4	30	2	45						
Western	6	16	2	25	5	24	8	26	1	18	0	n/a			*Obsolete			
Eastern	3	59	6	47	12	35	6	16	3	57	0	n/a						
Southwest	2	37	2	72	3	25	1	15	0	n/a	0	n/a						
State	34	32	27	41	47	29	31	31	10	38	4	64						
Individualized Permanency Plan																		
Northern	3	5	2	12	10	32	4	41	8	51	12	33	17	43	13	44	15	50
Salt Lake	6	37	5	31	7	23	29	43	25	42	29	26	31	50	26	49	23	32
Western	5	35	1	80	1	7	5	42	9	40	6	31	9	27	8	36	10	35
Eastern	6	61	5	50	8	46	1	6	3	16	5	30	9	42	17	48	2	39
Southwest	2	12	0	n/a	2	40	5	23	6	30	7	26	6	36	1	7	4	38
State	22	36	13	39	28	33	44	40	51	40	59	28	72	44	65	45	54	38

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Reunification with Parents/Primary Caregivers (Previously Return Home)																		
Northern	51	7	35	8	45	6	50	9	29	8	56	10	40	7	46	9	32	8
Salt Lake	78	10	77	7	81	8	102	10	87	9	80	8	89	8	88	9	67	7
Western	20	7	28	10	29	8	25	8	14	7	20	10	22	7	43	9	20	8
Eastern	21	5	18	6	13	6	33	7	24	9	6	13	27	7	14	8	20	9
Southwest	11	7	8	15	12	8	30	8	7	4	14	9	11	7	17	7	19	8
State	181	8	166	8	181	7	240	9	161	8	176	9	189	7	208	8	158	8
Average length of stay of children in custody by ethnicity. Data is average number of months.																		
	2nd QT-04		3rd QT-04		4th QT-04		1st QT-05		2nd QT-05		3rd QT-05		4th QT-05		1st QT-06		2nd QT-06	
	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
African American																		
Northern	13	5	3	7	3	12	8	10	5	5	4	26	13	7	11	7	9	20
Salt Lake	3	10	8	5	14	5	9	21	8	22	11	12	18	14	15	15	10	8
Western	2	13	1	7	1	22	3	11	0	n/a	2	23	5	10	0	n/a	0	n/a
Eastern	0	n/a	1	100	1	6	3	7	0	n/a	0	n/a	2	1	1	94	0	n/a
Southwest	0	n/a	0	n/a	1	35	0	n/a	1	2	2	46	0	n/a	0	n/a	0	n/a
State	18	7	13	13	20	8	23	14	14	20	19	19	38	11	27	15	19	14
American Indian/Alaska Native																		
Northern	7	5	2	10	5	3	5	9	1	8	12	13	11	4	5	10	1	14
Salt Lake	8	23	7	5	7	7	12	16	8	7	11	20	2	12	7	8	8	6
Western	3	25	3	13	2	8	5	12	0	n/a	1	8	2	12	3	36	2	19
Eastern	8	48	6	40	7	44	6	8	6	33	1	0	9	22	5	14	3	26
Southwest	4	6	2	12	4	18	1	0	2	11	7	20	3	2	0	n/a	3	13
State	30	23	20	18	25	18	29	12	17	17	32	16	27	11	20	14	17	13
Asian																		
Northern	3	2	0	n/a	0	n/a	0	n/a	1	1	1	1	2	4	1	10	2	13
Salt Lake	1	44	2	21	7	11	3	9	1	6	0	n/a	5	15	0	n/a	3	34
Western	0	n/a	0	n/a	0	n/a	1	47	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Eastern	0	n/a	1	6	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	9
Southwest	0	n/a	1	4	0	n/a	0	n/a	1	2	0	n/a	0	n/a	0	n/a	0	n/a
State	4	13	4	13	7	11	4	19	3	3	1	1	7	12	1	10	6	23
Caucasian																		
Northern	99	9	90	9	123	8	108	9	78	11	112	11	99	14	91	14	101	17
Salt Lake	173	15	140	11	155	14	164	17	170	18	181	12	182	17	172	15	148	13
Western	41	14	40	11	53	9	39	15	35	18	34	15	33	14	70	14	45	15
Eastern	35	12	35	14	35	18	42	11	40	9	20	14	44	12	36	25	29	8
Southwest	18	13	26	13	26	8	46	9	17	14	35	13	16	18	32	6	35	11
State	366	13	331	11	392	11	399	13	340	15	382	12	372	15	401	15	358	14
Hispanic																		
Northern	32	5	27	5	44	3	32	5	27	5	37	8	41	13	39	10	36	16
Salt Lake	63	10	53	13	48	12	63	10	53	13	62	10	65	10	61	9	53	10
Western	7	10	2	1	12	9	7	10	2	1	5	8	6	16	24	12	9	13
Eastern	6	9	8	6	4	20	6	9	8	6	8	21	13	10	7	36	4	7
Southwest	17	8	1	9	7	8	17	8	1	9	1	15	0	n/a	2	4	4	11
State	125	8	91	10	115	8	125	8	91	10	113	10	125	12	133	11	106	12

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Cannot Determine																		
Northern	4	19	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	2
Salt Lake	1	10	0	n/a	0	n/a	1	1	0	n/a	0	n/a	0	n/a	0	n/a	1	6
Western	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	2
Eastern	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Southwest	0	n/a	0	n/a	2	3	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
State	5	17	0	n/a	2	3	1	n/a	0	n/a	0	n/a	0	n/a	0	n/a	3	3
Pacific Islander																		
Northern	2	<1	0	n/a	0	n/a	0	n/a	1	38	2	13	2	9	3	4	0	n/a
Salt Lake	4	11	1	13	2	16	2	22	5	5	0	n/a	7	5	1	6	0	n/a
Western	1	2	4	14	2	22	1	16	0	n/a	0	n/a	1	8	4	11	1	4
Eastern	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	3	0	n/a	0	n/a
Southwest	0	n/a	0	n/a	1	9	0	n/a	0	n/a	1	14	4	4	1	1	0	n/a
State	7	7	5	14	5	12	3	20	6	11	3	13	15	5	9	7	1	4

Average number of months children in custody by sex

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Northern	10	8	10	8	7	8	11	8	10	12	12	11	11	13	14	10	16	18
Salt Lake	16	14	12	9	15	13	17	18	21	15	12	12	15	17	12	17	14	12
Western	17	12	12	10	9	10	10	21	20	16	20	10	11	14	10	19	17	11
Eastern	20	17	11	24	26	16	13	8	15	9	11	14	17	12	17	33	9	10
Southwest	15	7	7	17	13	8	9	9	11	15	12	17	9	18	7	5	12	9
State	15	11	11	12	13	11	13	13	17	14	13	12	14	15	14	15	14	13

9. Percent of CPS investigations initiated within the time period mandated by state or local statute, regulation, or policy.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time
Northern																		
Priority 1	3	100%	2	100%	1	0%	n/a*	n/a*	2	100%	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
Priority 2	249	94%	296	93%	302	91%	254	93%	307	94%	269	94%	345	97%	269	97%	269	95%
Priority 3	779	77%	774	78%	912	74%	817	75%	875	81%	855	82%	938	81%	972	81%	944	85%
Priority 4	168	83%	188	88%	224	81%	172	84%	171	87%	143	87%	53	89%	1	100%		
Salt Lake																		
Priority 1	22	82%	23	87%	19	89%	20	85%	20	95%	29	93%	17	100%	27	93%	16	94%
Priority 2	375	92%	375	91%	422	92%	333	91%	380	89%	330	95%	422	91%	294	92%	389	94%
Priority 3	1600	70%	1611	74%	1820	73%	1780	70%	1794	72%	1628	74%	1951	76%	2000	75%	1837	79%
Priority 4	406	75%	378	76%	363	83%	390	81%	331	84%	335	83%	115	81%	2	0%		
Western																		
Priority 1	15	93%	20	80%	24	92%	21	95%	14	93%	16	94%	16	94%	13	100%	9	100%
Priority 2	82	82%	96	91%	108	85%	57	86%	104	94%	103	92%	110	90%	63	97%	97	90%
Priority 3	489	70%	490	57%	546	78%	468	75%	501	74%	496	83%	640	83%	656	81%	609	87%
Priority 4	119	70%	5	60%	135	75%	146	80%	127	74%	132	81%	53	72%	5	80%		
Eastern																		
Priority 1	19	79%	10	90%	9	78%	5	100%	12	83%	4	75%	14	86%	8	89%	2	100%
Priority 2	43	86%	40	73%	46	83%	34	88%	32	94%	26	85%	37	92%	28	88%	24	88%
Priority 3	275	79%	248	81%	234	85%	250	80%	223	85%	236	83%	267	82%	204	83%	256	87%

Western Region Report

Priority 4	18	61%	12	92%	8	63%	12	75%	7	86%	8	88%	2	100%	0	n/a*		
Southwest																		
Priority 1	16	75%	16	88%	23	91%	13	77%	13	92%	16	81%	18	89%	7	100%	15	100%
Priority 2	31	84%	49	90%	47	91%	47	94%	53	91%	43	98%	35	91%	32	97%	37	100%
Priority 3	300	84%	290	87%	308	85%	345	80%	295	84%	317	90%	399	85%	389	86%	363	89%
Priority 4	91	90%	73	90%	80	94%	85	80%	84	86%	39	79%	17	94%	0	n/a*		
State																		
Priority 1	75	83%	68	88%	76	88%	59	88%	61	92%	65	89%	65	92%	56	95%	41	98%
Priority 2	785	91%	865	91%	929	90%	726	91%	879	92%	772	94%	952	93%	691	94%	766	94%
Priority 3	3447	73%	3385	77%	3826	76%	3669	74%	3691	76%	3532	79%	4203	80%	4267	79%	3339	83%
Priority 4	803	77%	758	81%	812	82%	806	81%	722	83%	657	83%	242	82%	8	63%		

*n/a indicate no priority 1 referrals. Priority 4 was discontinued.

10. Percent of children experiencing fewer than three placement changes within an Out-of-Home Care service episode.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	81	64%	70	74%	92	71%	82	70%	60	71%	77	64%	82	69%	79	68%	67	62%
Salt Lake	79	42%	95	62%	101	57%	82	43%	86	46%	103	53%	120	57%	105	52%	101	59%
Western	31	66%	33	72%	39	70%	27	59%	20	57%	23	62%	19	49%	50	65%	30	61%
Eastern	25	57%	28	65%	24	56%	31	63%	26	58%	12	57%	40	77%	26	59%	25	78%
Southwest	10	45%	19	68%	23	68%	36	77%	14	70%	29	67%	18	78%	36	70%	31	79%
State	226	53%	245	67%	279	63%	258	57%	206	56%	244	67%	279	63%	286	62%	255	64%

11. Number and percent of children in placement by order of restrictiveness. Point-in-time: last day of the report period.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Residential Treatment																		
Northern	44	11%	47	10%	73	12%	86	14%	86	14%	78	15%	68	13%	77	14%	70	13%
Salt Lake	128	14%	131	14%	252	22%	237	21%	231	20%	130	13%	120	13%	112	12%	107	11%
Western	24	10%	33	12%	50	15%	57	18%	47	14%	38	11%	35	10%	42	12%	43	12%
Eastern	25	9%	27	10%	42	13%	39	13%	36	13%	25	10%	23	9%	19	8%	25	10%
Southwest	8	6%	9	6%	16	10%	16	10%	14	10%	11	25%	10	7%	16	10%	19	11%
State	229	11%	247	12%	433	17%	435	17%	414	17%	282	13%	256	11%	266	12%	264	11%
Group Home																		
Northern	5	1%	7	2%	23	4%	18	3%	15	3%	9	2%	13	2%	10	2%	11	2%
Salt Lake	66	7%	72	7%	134	12%	121	11%	97	8%	49	5%	56	6%	43	5%	47	5%
Western	4	2%	3	1%	4	1%	8	2%	6	2%	5	2%	6	2%	6	2%	8	2%
Eastern	8	3%	10	4%	11	4%	5	2%	4	1%	7	3%	10	4%	10	4%	8	3%
Southwest	5	4%	2	1%	9	5%	7	4%	7	5%	2	2%	1	1%	2	1%	0	0%
State	88	4%	94	4%	181	7%	159	6%	129	5%	72	3%	86	4%	71	3%	74	3%
Therapeutic/Treatment Foster Homes																		
Northern	146	36%	166	37%	198	33%	200	33%	197	33%	143	28%	151	28%	150	27%	156	28%
Salt Lake	224	24%	226	23%	297	26%	270	24%	265	23%	254	26%	248	26%	257	27%	254	26%
Western	95	38%	104	39%	131	40%	129	40%	123	37%	109	33%	106	31%	113	33%	107	29%
Eastern	103	36%	101	36%	128	41%	118	39%	104	38%	92	35%	88	34%	87	34%	100	38%
Southwest	31	25%	41	29%	50	30%	50	31%	42	31%	33	25%	35	25%	31	20%	28	17%
State	599	30%	638	30%	804	31%	768	30%	731	29%	631	28%	628	28%	638	28%	645	28%

Western Region Report

Family Foster Home																		
Northern	182	45%	206	46%	352	59%	349	58%	332	56%	236	46%	260	48%	259	47%	258	47%
Salt Lake	421	45%	451	47%	621	54%	602	53%	611	53%	463	47%	438	46%	439	46%	453	47%
Western	116	46%	119	44%	167	52%	161	50%	178	53%	165	50%	154	45%	165	48%	176	48%
Eastern	143	50%	139	20%	172	55%	162	54%	142	51%	131	50%	129	50%	132	52%	124	48%
Southwest	77	62%	79	56%	103	62%	94	59%	82	61%	75	57%	85	60%	90	58%	109	65%
State	939	47%	994	47%	1415	55%	1368	54%	1345	54%	1070	48%	1066	48%	1085	48%	1120	49%
Other																		
Northern	20	5%	14	3%	38	6%	60	10%	72	12%	50	10%	49	9%	53	10%	53	10%
Salt Lake	79	8%	78	8%	159	14%	167	15%	192	17%	89	9%	94	10%	99	11%	98	10%
Western	12	5%	10	4%	31	10%	42	13%	41	12%	14	4%	38	11%	16	5%	30	8%
Eastern	7	2%	0	0%	12	4%	18	6%	13	5%	5	2%	6	2%	5	2%	3	1%
Southwest	4	3%	8	6%	16	10%	30	19%	23	17%	11	8%	11	8%	15	10%	12	7%
State	122	6%	110	5%	256	10%	317	13%	341	14%	169	8%	198	9%	188	8%	196	9%
12. Number and percent of all children younger than five years at entry who exit custody in year and who did not attain permanency within six months by closure reason.																		
	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Adoption final																		
Northern	12	60%	11	58%	10	71%	15	71%	7	47%	13	62%	13	62%	18	62%	22	71%
Salt Lake	40	78%	18	51%	22	79%	10	33%	27	69%	32	84%	28	64%	19	53%	30	86%
Western	3	75%	9	69%	8	80%	4	50%	3	33%	0	0%	4	40%	12	50%	6	67%
Eastern	2	25%	2	67%	2	29%	3	33%	2	20%	0	0%	6	55%	3	50%	1	20%
Southwest	2	67%	7	100%	6	67%	0	0%	4	80%	9	64%	1	100%	2	67%	7	70%
State	59	69%	47	61%	48	70%	32	43%	43	55%	54	65%	52	60%	54	55%	66	73%
Reunification																		
Northern	2	10%	5	26%	3	21%	5	24%	6	40%	6	29%	7	33%	8	28%	9	29%
Salt Lake	4	8%	15	43%	5	18%	15	50%	8	21%	5	13%	9	20%	14	39%	4	12%
Western	0	0%	4	31%	1	10%	3	38%	5	56%	4	50%	6	60%	12	50%	2	22%
Eastern	3	38%	0	0%	5	71%	5	56%	8	80%	1	50%	4	36%	2	33%	3	60%
Southwest	1	33%	0	0%	2	22%	5	83%	1	20%	5	36%	0	0%	1	33%	3	30%
State	10	12%	24	31%	16	24%	33	45%	28	36%	21	25%	26	30%	37	38%	21	23%
Custody Returned to Relative/Guardian																		
Northern	6	30%	3	16%	1	7%	1	5%	2	13%	2	10%	1	5%	2	7%	0	0%
Salt Lake	5	10%	2	6%	1	4%	4	13%	3	8%	0	0%	4	9%	1	3%	0	0%
Western	1	25%	0	0%	0	0%	1	13%	1	11%	4	50%	0	0%	0	0%	1	11%
Eastern	1	13%	1	33%	0	0%	0	0%	0	0%	1	50%	0	0%	1	17%	1	20%
Southwest	0	0%	0	0%	1	11%	1	17%	0	0%	0	0%	0	0%	0	0%	0	0%
State	13	15%	6	8%	3	4%	7	9%	6	8%	7	8%	5	6%	4	41%	2	2%
Custody to Foster Parent																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%	0	0%
Salt Lake	2	4%	0	0%	0	0%	0	0%	0	0%	1	3%	2	5%	0	0%	1	3%
Western	0	0%	0	0%	1	10%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	13%	0	0%	0	0%	1	11%	0	0%	0	0%	1	9%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	3	3%	0	0%	1	1%	1	1%	0	0%	1	1%	3	3%	1	1%	0	0%
Death																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%

Western Region Report

Salt Lake	0	0%	0	0%	0	0%	1	3%	0	0%	0	0%	0	0%	1	3%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	13%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	1	1%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	1	1%	0	0%
Age of Majority																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2%	1	3%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	13%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	1	1%	0	0%
13. Number and percent of all children exiting custody in year who did not attain permanency within six months by closure reason.																		
	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Adoption final																		
Northern	22	42%	18	41%	13	29%	17	31%	12	31%	18	27%	23	36%	25	40%	30	44%
Salt Lake	55	43%	23	27%	33	32%	22	20%	43	37%	45	42%	41	34%	30	27%	45	43%
Western	10	30%	10	33%	10	29%	6	17%	6	21%	2	8%	5	18%	19	33%	10	33%
Eastern	4	19%	7	29%	4	13%	4	11%	2	7%	0	0%	7	23%	6	17%	3	13%
Southwest	4	27%	7	54%	7	35%	1	4%	4	36%	17	47%	2	18%	4	33%	11	44%
State	95	38%	65	33%	67	29%	50	19%	67	30%	82	33%	78	31%	84	30%	99	39%
Emancipation																		
Northern	1	2%	7	16%	9	20%	7	13%	6	15%	10	15%	8	13%	8	13%	8	12%
Salt Lake	9	7%	10	12%	15	15%	30	27%	20	17%	23	22%	26	22%	15	13%	10	10%
Western	5	15%	3	10%	5	14%	10	28%	7	25%	2	8%	9	32%	5	9%	7	23%
Eastern	3	14%	3	13%	11	35%	7	19%	4	14%	3	23%	6	20%	16	46%	1	4%
Southwest	3	20%	2	15%	4	20%	1	4%	2	18%	5	14%	2	27%	1	8%	3	12%
State	21	8%	25	13%	44	19%	55	21%	39	17%	43	17%	51	21%	45	16%	29	12%
Reunification with Parent(s)/Primary Caregiver(s)																		
Northern	16	31%	14	32%	14	31%	20	37%	12	31%	28	42%	19	30%	19	31%	20	29%
Salt Lake	33	26%	41	49%	35	34%	44	39%	28	24%	18	17%	30	25%	44	39%	20	19%
Western	11	33%	16	53%	11	31%	10	28%	12	43%	12	50%	12	43%	30	52%	7	23%
Eastern	5	24%	5	21%	10	32%	20	56%	20	71%	3	23%	12	40%	7	20%	17	74%
Southwest	6	40%	1	8%	8	40%	19	83%	3	27%	11	31%	4	36%	7	58%	9	36%
State	71	28%	77	39%	78	33%	113	43%	75	34%	72	29%	77	31%	107	38%	73	29%
Custody to relative/guardian																		
Northern	9	17%	4	9%	3	7%	6	11%	7	18%	8	12%	2	3%	3	5%	3	4%
Salt Lake	19	15%	4	5%	7	7%	8	7%	7	6%	7	7%	10	8%	9	8%	11	10%
Western	5	15%	0	0%	4	11%	6	17%	2	7%	6	25%	1	4%	2	3%	3	10%
Eastern	2	10%	3	13%	4	13%	1	3%	0	0%	3	23%	0	0%	5	14%	2	9%
Southwest	1	7%	2	15%	1	5%	2	9%	1	9%	3	8%	0	0%	0	0%	2	8%
State	36	14%	13	7%	19	8%	23	9%	17	8%	27	11%	13	5%	19	7%	21	8%
Custody to youth corrections																		
Northern	0	0%	0	0%	5	11%	3	6%	1	3%	0	0%	8	13%	4	6%	0	0%
Salt Lake	5	4%	4	5%	5	5%	6	5%	7	6%	6	6%	5	4%	8	7%	0	0%
Western	0	0%	0	0%	2	6%	1	3%	1	4%	0	0%	0	0%	1	2%	0	0%

Western Region Report

Eastern	1	4%	3	13%	2	7%	0	0%	1	4%	3	23%	1	3%	1	3%	0	0%
Southwest	0	0%	1	8%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%
State	6	3%	8	4%	14	6%	11	4%	10	4%	9	4%	14	6%	14	5%	0	0%
Custody to foster parent																		
Northern	1	2%	0	0%	0	0%	0	0%	0	0%	2	3%	0	0%	2	3%	2	3%
Salt Lake	3	2%	1	1%	3	3%	1	1%	3	3%	2	2%	3	3%	5	4%	8	8%
Western	2	6%	0	0%	2	6%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%
Eastern	3	14%	0	0%	0	0%	3	8%	1	4%	0	0%	3	10%	0	0%	0	0%
Southwest	1	7%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%	0	0%	0	0%
State	10	4%	1	1%	5	2%	4	2%	5	2%	4	2%	6	2%	7	3%	11	4%
Death																		
Northern	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	1	1%	0	0%
Western	0	0%	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	2	1%	0	0%	1	<1%	1	<1%	0	0%	0	0%	0	0%	1	1%	0	0%
Non-petitional release																		
Northern	0	0%	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Child Ran Away																		
Northern	0	0%	0	0%	1	2%	1	2%	1	3%	1	1%	4	6%	0	0%	3	4%
Salt Lake	5	4%	1	1%	5	5%	0	0%	8	7%	6	6%	4	3%	1	1%	6	6%
Western	0	0%	1	3%	0	0%	2	6%	0	0%	1	4%	1	4%	1	2%	0	0%
Eastern	0	0%	2	8%	0	0%	1	3%	0	0%	1	8%	1	3%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
State	0	0%	4	2%	6	3%	4	2%	9	4%	9	4%	11	4%	2	1%	9	4%
Voluntary custody terminated																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%
Salt Lake	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	1	3%	0	0%	1	4%	0	0%	0	0%	0	0%
Eastern	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
State	0	0%	1	1%	0	0%	1	>1%	1	<1%	1	<1%	1	<1%	0	0%	1	1%
14. Number and percent of children age 18 or older, exiting care by education level.																		
	2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005		1st Qt 2006		2nd Qt 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Attending School																		
Northern	0	0%	3	38%	2	20%	1	13%	0	0%	2	17%	3	23%	1	13%	2	18%
Salt Lake	8	62%	3	27%	1	6%	2	6%	0	0%	3	13%	3	13%	6	38%	2	12%
Western	2	33%	2	50%	0	0%	1	10%	0	0%	1	33%	0	0%	3	60%	1	13%
Eastern	0	0%	1	17%	5	42%	0	0%	3	43%	1	33%	2	33%	7	41%	0	0%
Southwest	1	50%	1	50%	1	25%	1	33%	0	33%	1	20%	3	75%	1	100%	2	50%

Western Region Report

State	11	42%	10	32%	9	19%	5	9%	3	9%	8	17%	11	19%	18	38%	7	18%
Graduated																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	1	10%	1	14%	0	0%	0	0%	0	0%	2	25%
Eastern	0	0%	1	17%	0	0%	3	50%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	1	3%	0	0%	4	7%	1	2%	0	0%	0	0%	0	0%	3	8%
Not in School*																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Data Not Entered in System																		
Northern	2	100%	5	63%	8	80%	7	88%	6	100%	10	83%	10	77%	7	88%	8	73%
Salt Lake	6	46%	8	73%	16	94%	29	94%	20	100%	21	88%	21	88%	10	63%	15	88%
Western	4	67%	2	50%	5	100%	8	80%	6	86%	2	67%	10	100%	2	40%	5	63%
Eastern	3	100%	4	67%	7	58%	3	50%	4	57%	2	67%	4	67%	10	59%	0	0%
Southwest	1	50%	1	50%	3	75%	2	67%	2	67%	4	80%	1	25%	0	0%	2	50%
State	16	62%	20	65%	9	81%	49	84%	38	88%	39	83%	46	81%	29	62%	30	75%

*Not in school means dropped out, suspended or expelled.

15. Number of children in custody who are legally freed for adoption and the percent who are placed in an adoptive home within six months.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005		1st Qt 2006		2nd Qt 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	18	22%	16	19%	2	14%	14	14%	14	7%	18	11%	17	29%	22	41%	23	52%
Salt Lake	40	20%	33	12%	4	15%	23	30%	15	13%	24	25%	29	21%	22	14%	24	13%
Western	1	0%	1	0%	0	0%	1	0%	1	0%	1	0%	7	57%	5	40%	4	0%
Eastern	8	13%	3	0%	1	17%	4	25%	3	0%	3	0%	5	0%	3	33%	3	33%
Southwest	5	20%	3	33%	1	50%	2	50%	3	33%	1	0%	1	0%	2	0%	2	0%
State	72	19%	56	14%	8	16%	44	25%	39	11%	47	17%	59	25%	54	28%	56	29%

16. Number and Percent of adoption placements that disrupt before finalization.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005		1st Qt 2006		2nd Qt 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	1	4%	0	0%	0	0%	5	11%	0	0%	0	0%
Salt Lake	1	1%	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	1	1%	1	1%	0	0%	1	1%	0	0%	0	0%	5	4%	0	0%	0	0%